



Mr Gerard Hayes  
Health Services Union  
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**Establishment of Organisational Development and Capability portfolio  
Northern Sydney Local Health District (NSLHD) People & Culture Directorate**

Dear Mr Hayes,

I write to advise the Health Services Union regarding a proposal to merge two teams; Organisational Development and Talent team with the Centre for Education and Talent Development team, into one portfolio within the People and Culture Directorate.

The draft Position Description for the Director role is enclosed along with the staff memo we have released, to provide further information. Additionally the current and proposed Organisational Structure is included for your reference.

The two team leads are affected by this change and have been briefed, as have the teams that report into them.

Two weeks formal consultation with the Health Services Union is now requested.

To arrange, if required, a union specific consultation meeting to discuss in further detail the proposal outlined above please contact **Director People and Culture NSLHD**  
or mobile: **02 959 5555** over the next two weeks and before close of business 10 February 2021.

All feedback will be taken into consideration prior to a final recommendation is forwarded for approval by the Chief Executive.

Yours sincerely

**Director People and Culture**

Date: 28 | 1 | 21

Encl: Draft Position Description Director Organisational Development and Capability  
Organisation Chart (current and proposed)  
Staff Memo

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

All correspondence to be emailed or sent to:

Northern Sydney Local Health District

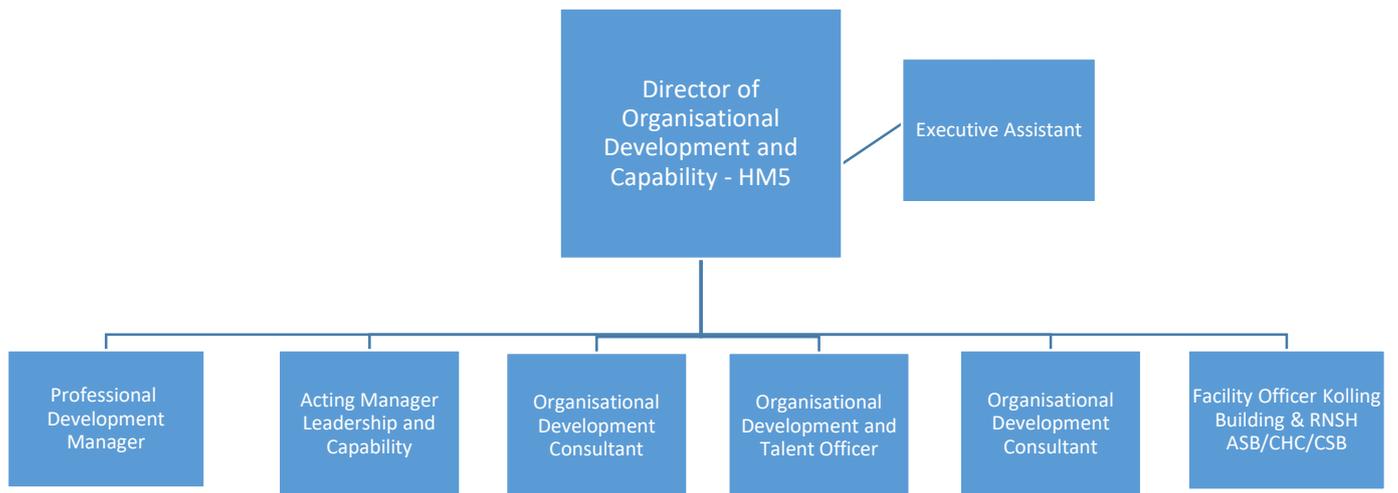
## Organisational Development and Talent Team – Current Structure



## Centre for Education and Talent Development Team – Current Structure



## Organisational Development and Capability – Proposed Structure



# POSITION DESCRIPTION **TEMPLATE**

<b>POSITION TITLE</b>	Director Organisational Development and Capability
<b>STAFFLINK POSITION NO.</b>	
<b>COST CENTRE</b>	
<b>CLASSIFICATION</b>	HM5
<b>AWARD</b>	Health Managers (State) Award
<b>REGISTRATION/LICENCE REQUIREMENTS</b>	
<b>VACCINATION CATEGORY</b>	Category B
<b>PRE-EMPLOYMENT SCREENING CHECKS</b>	National Criminal Record Check
<b>RESPONSIBLE TO</b>	Director People & Culture
<b>RESPONSIBLE FOR</b>	Organisational Development and Talent Team Centre for Education and Talent Development
<b>PRIMARY PURPOSE OF THE ROLE</b>	The primary purpose of this position is to develop and lead the NSLHD priority strategies for Talent Acquisition and Onboarding, Organisational Culture, Employee Experience and Recognition, Leadership Strategy, Capability Development and Diversity Inclusion & Belonging. This role will also lead and have operational oversight of both the Organisational Development and Talent team, and the Centre for Education and Talent Development team.
<b>ESSENTIAL REQUIREMENTS</b>	Relevant tertiary qualification or equivalent transferable experience in a senior leadership role.
<b>KEY ACCOUNTABILITIES</b> <i>(Maximum of 8)</i>	<p>Provide, source and curate expert advice to the Board, Executive Team and Senior Management in relation to Talent Acquisition and Onboarding, Organisational Culture, Employee Experience and Recognition, Leadership Strategy, Capability Development and Diversity Inclusion &amp; Belonging strategies.</p> <p>Oversee the continuous improvement and governance at a District level, of Organisational Development and Capability (ODC) programs of work and reporting, including to the Board, the District Executive and the People &amp; Culture Strategic Steering Committee.</p> <p>Establish and lead the continuous improvement in performance of NSLHD in all key ODC KPIs through innovation, adoption of best fit approaches and maintaining overall compliance with industrial awards, NSW Premier and NSW Health workforce KPIs, and the MoH policy framework.</p> <p>Lead, manage, and support the ODC teams within the portfolio to ensure employee engagement/experience, career development and succession planning is optimised and that the portfolio operating model aligns with the district priorities and the ODC programs of work.</p> <p>Build and maintain effective relationships and constructive influence with internal and external stakeholders including but not limited to, all District</p>

	Executive and Senior Clinical Leaders, MoH, prospective employees, high potential employees, minority/underrepresented employees and relevant Unions.	
	Oversee the needs analysis, development, implementation and evaluation of District-wide ODC programs and projects, leading the application of strong change management and project management disciplines by the ODC team. Leading projects directly where appropriate.	
	Work proactively and collaboratively across the People and Culture Directorate, as a member of the P&C Executive team, in order to contribute towards the Directorate's culture, performance, staff development and overall support for NSLHD.	
<b>KEY CHALLENGES</b> <i>(Maximum of 3)</i>	Designing, developing and delivering ODC programs in a large complex organisation – in partnership with People & Culture teams and others outside the Directorate, to achieve the organisational goals.	
	Proactively leading a multi-faceted agenda and influencing multiple stakeholders, ensuring engagement across structural levels, different sub cultures, professional tribes and components of the organisation.	
	Determining in consultation with all key stakeholders, the appropriate phasing and timing of the ODC priorities and aligning the team operating model to support the delivery of the identified programs and projects.	
<b>KEY INTERNAL RELATIONSHIPS</b> <i>(Maximum of 3)</i>	WHO	WHY
	Director People & Culture	Line Manager, strategy, support, performance and governance.
	Chief Executive and the Executive Leadership Team	Primary Stakeholders, influence, strategy, collaboration, consultation, performance and governance.
	People and Culture Executive Team	Influence, collaboration, capability development, implementation of solutions to the business.

<b>KEY EXTERNAL RELATIONSHIPS</b> <i>(Maximum of 2)</i>	WHO	WHY
	NSW Government Agencies	Advisory, collaboration, reporting.
	External NGOs	Service providers
<b>SELECTION CRITERIA</b> <i>(Minimum of 3 maximum of 8)</i>	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.	
	Senior leadership experience and a track record of delivering organisational level results, in same or related disciplines to the primary purpose of the role.	
	Demonstrated experience developing teams, coaching and advising individual managers at different levels of the organisation, and fostering a person/patient focused constructive culture.	
	Strong influencing and relationship management skills with experience of working effectively with senior stakeholders including Executive teams and Boards.	
	Highly developed organisational skills and experience working in a complex organisation with a capacity to prioritise, meet deadlines and multi-task to achieve business goals and expectations.	
	Superior analytical, communication skills and attention to detail, including the ability to analyse data, prepare and present analysis, and write correspondence, briefs and reports suitable for an executive audience.	
	Demonstrated capability in applying systemic approaches to organisational opportunities or challenges; including when leading multiple and concurrent projects and teams, driving improvement initiatives, and implementing change.	
	Sound knowledge and understanding of the NSW public healthcare system, and workforce challenges including the legal and policy frameworks, and NSLHD strategic priorities as they relate to this role.	

## 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 of the time when performing the job  
 Repetitive: activity involved repetitive movements  
 Not Applicable: activity is not required to perform the job

Physical Demands	Frequency
<b>Sitting</b> - remaining in a seated position to perform tasks	Choose an item.
<b>Standing</b> - remaining standing without moving about to perform tasks	Choose an item.
<b>Walking</b> - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Choose an item.
<b>Running</b> - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Choose an item.
<b>Bend/Lean Forward from Waist</b> - Forward bending from the waist to perform tasks	Choose an item.
<b>Trunk Twisting</b> - Turning from the waist while sitting or standing to perform tasks	Choose an item.
<b>Kneeling</b> - remaining in a kneeling posture to perform tasks	Choose an item.
<b>Squatting / Crouching</b> - Adopting a squatting or crouching posture to perform tasks	Choose an item.
<b>Leg / Foot Movement</b> - Use of leg and / or foot to operate machinery	Choose an item.
<b>Climbing (stairs/ladders)</b> - Ascend / descend stairs, ladders, steps	Choose an item.
<b>Lifting / Carrying</b> - Light lifting & carrying: 0 - 9 kg	Choose an item.
<b>Lifting / Carrying</b> - Moderate lifting & carrying: 10 - 15 kg	Choose an item.
<b>Lifting / Carrying</b> - Heavy lifting & carrying: 16kg & above	Choose an item.
<b>Reaching</b> - Arms fully extended forward or raised above shoulder	Choose an item.
<b>Pushing / Pulling / Restraining</b> - Using force to hold / restrain or move objects toward or away from the body	Choose an item.
<b>Head / Neck Postures</b> - Holding head in a position other than neutral (facing forward)	Choose an item.
<b>Hand &amp; Arm Movements</b> - Repetitive movements of hands and arms	Choose an item.
<b>Grasping / Fine Manipulation</b> - Gripping, holding, clasping with fingers or hands	Choose an item.
<b>Work At Heights</b> - Using ladders, footstools, scaffolding, or other objects to perform work	Choose an item.
<b>Driving</b> - Operating any motor powered vehicle	Choose an item.

<b>Sensory Demands</b>	<b>Frequency</b>
<b>Sight</b> - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Choose an item.
<b>Hearing</b> - Use of hearing is an integral part of work performance e.g. Telephone enquiries	Choose an item.
<b>Smell</b> - Use of smell is an integral part of work performance e.g. Working with chemicals	Choose an item.
<b>Taste</b> - Use of taste is an integral part of work performance e.g. Food preparation	Choose an item.
<b>Touch</b> - Use of touch is an integral part of work performance	Choose an item.
<b>Psychosocial Demands</b>	<b>Frequency</b>
<b>Distressed People</b> - e.g. Emergency or grief situations	Choose an item.
<b>Aggressive &amp; Uncooperative People</b> - e.g. drug / alcohol, dementia, mental illness	Choose an item.
<b>Unpredictable People</b> – eg dementia, mental illness, head injuries	Choose an item.
<b>Restraining</b> - involvement in physical containment of patients / clients	Choose an item.
<b>Exposure to Distressing Situations</b> - e.g. Child abuse, viewing dead / mutilated bodies	Choose an item.
<b>Environmental Demands</b>	<b>Frequency</b>
<b>Dust</b> - Exposure to atmospheric dust	Choose an item.
<b>Gases</b> - Working with explosive or flammable gases requiring precautionary measures	Choose an item.
<b>Fumes</b> - Exposure to noxious or toxic fumes	Choose an item.
<b>Liquids</b> - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Choose an item.
<b>Hazardous substances</b> - e.g. Dry chemicals, glues	Choose an item.
<b>Noise</b> - Environmental / background noise necessitates people raise their voice to be heard	Choose an item.
<b>Inadequate Lighting</b> - Risk of trips, falls or eyestrain	Choose an item.
<b>Sunlight</b> - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Choose an item.
<b>Extreme Temperatures</b> - Environmental temperatures are less than 15C or more than 35C	Choose an item.
<b>Confined Spaces</b> - areas where only one egress (escape route) exists	Choose an item.
<b>Slippery or Uneven Surfaces</b> - Greasy or wet floor surfaces, ramps, uneven ground	Choose an item.
<b>Inadequate Housekeeping</b> - Obstructions to walkways and work areas cause trips and falls	Choose an item.
<b>Working At Heights</b> - Ladders / stepladders / scaffolding are required to perform tasks	Choose an item.
<b>Biological Hazards</b> - e.g. exposure to body fluids, bacteria, infectious diseases	Choose an item.

# Memo



**Health**  
Northern Sydney  
Local Health District

Trim Ref: NSHN/21/1015

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TO Centre for Education and Talent Development Team and Organisational Development and Talent Team.

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FROM

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SUBJECT **Establishment of the Organisational Development and Capability Portfolio within the NSLHD People and Culture Directorate.**

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Dear colleagues

Firstly may I reiterate that you have been exceptional in your support for the district as we have responded and managed through the COVID-19 pandemic. Your skills, commitment and expertise are very much appreciated and valued especially as we move forward into 2021. I think it's safe to say we may still be required to shift into Covid mode at any time over the coming months, and thank you to those who were involved over December with our clinics and to those have offered assistance with the future vaccination program.

Despite what 2020 has thrown at us all, we have over the last 3 years commenced some significant work programs to elevate the district's performance outcomes in people management, career and professional development, and leadership. This had led to some reflection very recently of where we need to go to from here.

In order for NSLHD to create a sustainable model for the future, and accelerate the effective development and implementation of these programs it is proposed that, in line with contemporary organisations globally and now emerging within many NSW Health entities, the functions of organisational development and education and development are absolutely aligned.

The vision recognises that now is the time to achieve significant synergy by bringing together separate areas of expertise and services for our organisation. A simple example to illustrate where the opportunity lies, is in the differing areas where we currently provide education offerings, how these are promoted, branded and how our stakeholders engage with them.

Building on the good will, collaboration and professional relationships already evidenced across our teams, this will provide an agile and robust whole of district response to our people priorities and opportunities. This new approach will also provide potential additional future career development opportunities for staff within the teams involved. This memo is the start of the formal staff consultation process and a copy has been provided to the relevant unions.

The following is being proposed;

- a. A merger, of the Organisational Development and Talent (ODT) function with the Centre for Education and Talent Development (CETD) under one People & Culture leadership position.
- b. Creation of, and recruitment to, a new proposed position of a Director of Organisational Development and Capability.
- c. Change of reporting lines of the ODT team and CETD team to the new Director position.

Once the new portfolio is established it will be a priority for the new leader to engage with all team members to enable everyone to have an opportunity to contribute towards the detailed vision, identity and branding for the new team. Our future agenda includes as follows;

### **NSW Health Workforce Plan and Future Health Strategy**

In 2021 the Future Health Strategy and workforce plans will be released by MoH. It is anticipated that the new Organisational Development and Capability portfolio will be pivotal in supporting the implementation of this agenda across NSLHD. In addition the following priority work programs will continue as we emerge from the pandemic response in 2020 and secure firm traction on our business as usual work from 2021. While in no particular order, you will see that within each of the following areas there is a need for all of our culture, education and development, and change solutions to come together for an even greater impact. As well as maintaining high quality services you already provide with our district already, you'll see below there are examples of the new opportunities ahead of us. You may also have some ideas and thinking about this, which I'd be delighted to hear.

### **Capability, Professional Development, Career Management**

There is an opportunity to develop a plan for the identification and development of the future skills of our workforce and this will align with the launch of the Future Health Strategy and a health workforce plan anticipated from NSW Health in 2021.

Core and mandatory education and professional development programs need to be maintained and incorporated into an overall plan for our future workforce. We need to ensure we maintain our focus on the role mandatory training has in supporting the safety and quality of patient care in the run up to accreditation in 2021 with robust reporting and support for the district.

What we have learnt from 2020 will stand us in good stead for the future; we can leverage the use of technology, external solutions and expertise including HETI, CEC, ACI, as well as commercial options, to sustain and develop an agile and responsive learning organisation.

In particular the district professional leads for Medical, Nursing & Midwifery and Allied Health are a relatively new team (Nursing in particular) and here is our opportunity for deeper engagement regarding how the central education team in People and Culture works, alongside the district professional leads and their professional development agendas into the future. There is for example some dialogue to be had regarding the avoidance of duplication, refocusing resources and addressing where there may be gaps to be addressed, including our collective work on culture and professional development programs including management and leadership.

Over 2500 staff people (approx 25% of our workforce) contribute in non-clinical roles. Currently there is little or no investment in this proportion of the workforce. There is a significant opportunity to meet the needs of non-clinical staff and managers, to support the attraction and retention of employees especially in increasingly more competitive skill areas in the economy, for example such as ICT, business analytics, Finance and Human Resources. In addition there is no targeted development provision for our CALD workforce.

There has been some increase in staffing investment for critical skills training in the Violence Prevention and Management education framework. This needs to be revisited in 2021 due to unavoidable staff attrition and an original strategy for part time secondees from our hospitals and services as trainers, which unfortunately has proven not to be a sustainably supported by our facilities.

There are additional training and education needs arising from many of the priority programs which currently are led by the organisational development team (3 people) and need better resourcing and to be operationally led by the education team. These include the training plans relating to Speaking up for Safety, Safe Behaviours Together, district orientation, the Managers Toolkit, and our Diversity Inclusion and Belonging Strategy.

### **Diversity Inclusion and Belonging**

The Diversity Inclusion and Belonging Strategy was successfully launched in 2020 with actions underway, staff networks being established and strong engagement and support across the district executives and subject matter experts. A key component in 2021 is to ensure our recruitment, education and cultural aspects of the strategy are deployed, our flexible working position is determined and communicated across the district, and we can demonstrate to our staff and executive teams that the strategy is making a difference through the evaluation of programs that work. I look forward to doing more to support emerging leaders as part of our Diversity, Inclusion and Belonging strategy, and thanks all those involved so far including supporting the staff networks.

### **Leadership Strategy**

Good progress has been made on the strategy, which was approved by the Chief Executive in 2018, and also receives Board support, and I thank all of those involved. COVID-19 however has had an impact on the implementation of the projects and programs underpinning the strategy. This has also been compounded as currently the strategy and operational implementation of the leadership development programs are managed in separate teams. This needs to be brought together into one governance structure to underpin best outcomes for the district.

In addition the Performance and Talent (PAT) system implementation commences in 2021. PAT is the second module in the NSW Health Human Capital Management system to be deployed after the Recruitment and Onboarding module (ROB) was introduced in 2017. The district has worked with e-Health over the last 5 months to prepare for technical go live. The first half of 2021 requires a detailed change management plan and education process to integrate the new system into our overall work on our PDR framework and succession planning. We are currently aiming for careful phasing of the system implementation from July 2021 as while this is a tremendous opportunity for change, the work required to ensure success cannot be underestimated. A project officer will need to be identified to lead this under the governance of the new Director.

## **Talent Management and Workforce Planning**

Building on improvements made 2019/20 to our recruitment process KPIs, we now need to focus on positioning NSLHD as a true employer of choice, with appropriate branding and presence in the labour market.

In addition to our overall focus on Diversity and Flexible Working, the state wide Future Health Strategy will be a key driver here. More locally (albeit a microcosm of the national picture) addressing the impact of the ageing workforce needs to be incorporated into our current and future planning as 37% of our workforce could retire over the next decade. We need (in addition to leadership and critical role succession management underway) to consider and plan for the attrition of mainstream clinical and corporate knowledge.

## **Organisational Culture**

Our programs on Speaking up for Safety (ongoing) and the launch of the Safe Behaviours Together programs will gain further traction in 2021 and we need to accelerate the momentum achieved with over 3000 staff trained towards our overall target. Zero tolerance towards bullying and harassment (particularly sexual harassment) will be a key feature of our focus here and requires education, resources, managerial capability building and engagement strategies.

Our Core Values Charter refresh is also planned to commence in 2021 at the LHD level, and nicely coincides with work underway at the MoH level. There is an opportunity, for example, for facilitators to get involved with this consultation project.

The new portfolio will work closely alongside colleagues in People and Culture as their collective work programs support our overall Health and Wellbeing strategy for NSLHD.

## **Employee Experience and recognition**

In addition to the NSW PSC annual People Matters Survey and other state government/health level programs that are rolled out, there have been district specific initiatives tailored for NSLHD and introduced over several years including the Exceptional People Awards, Compliment Portal, and Time in Service awards.

For 2021 additional focus will be placed on increasing the uptake and the impact of first 90 day employee development plans, exploring how to capture and utilise real time employee engagement and experience data, enhancing the NSLHD Time in Service Awards and an annual recognition and diversity calendar of milestone and celebration events.

## **Next Steps**

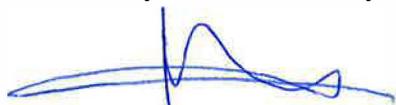
You are now encouraged to respond to me formally with any questions and feedback you have on the proposal by close of business **10<sup>th</sup> February 2020**.

You are also invited (should you wish to meet with me) as an individual or in teams, during this same period, you can arrange this with \_ or on \_.

Direct reports to the Manager Organisational Development and Talent or the Director, Centre for Education and Talent Development are *not* affected by this process.

If you would like additional support during this process please be reminded and encouraged to access our Employee Assistance Programs, further information is available at <http://intranet.nslhd.health.nsw.gov.au/corpsupport/workforce/Pages/eap.aspx>

Many thanks to all of you and please free to forward your questions and feedback.

A handwritten signature in blue ink, consisting of a series of loops and a vertical line, positioned below the text.

Director People and Culture  
Northern Sydney Local Health District

Date: 27 January 2020

