



The Sydney
children's
Hospitals Network

care, advocacy, research, education

TRIM Ref: SCHN21/2032

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

Attention: Ed Yap, Industrial Officer, Ed.Yap@hsu.asn.au

Delivered via email

Dear Mr Hayes,

Please find attached the consultation document for the Office of the Chief Executive. The document has been provided to the Office of the Chief Executive staff and outlines the proposed new structure to meet functional requirements to provide high level administrative support for the Chief Executive, Board and Board Chair.

There are currently a number of vacant roles within the team and the proposed structure provides two new roles, Director Office of the Chief Executive (HM5) and Board Secretary (HM2)

Staff have been requested to provide formal feedback by close of business 31 March 2021. If you could provide any additional feedback regarding the proposal also by close of business 31 March 2021.

If you have any questions you can contact me via email at cathryn.cox@health.nsw.gov.au.

Yours sincerely,

Cathryn Cox PSM
Chief Executive
Sydney Children's Hospitals Network

17 March 2021



The Sydney
children's
Hospitals Network

care, advocacy, research, education

Sydney Children's Hospitals Network

Office of the Chief Executive

Consultation Document

17 March 2021

Table of Contents

Overview.....	3
Background.....	3
Current Status.....	3
Current Structure	3
Proposed Structure	4
Proposed Changes to Positions	4
Affected Positions	4
Proposed New Positions	5
Recruitment and Salary Matching Process.....	5
Consultation.....	5
Timeframes.....	6
Attachments – Role Descriptions	7
Director Office of the Chief Executive	7
Senior Executive Support Officer	10
Board Secretary.....	13
Executive Support Officer	16

Overview

Background

In September 2020 the Chief Executive with the support of the Board, determined that a reorganisation of the SCHN Executive structure was needed in order to best position the organisation to deliver the Sydney Children's Hospitals Network (SCHN) strategic priorities. The focus is to progressively develop and align the structure of the organisation to support and enable the delivery of safe, high quality and efficient patient care, while maintaining appropriate governance of a large and dynamic organisation.

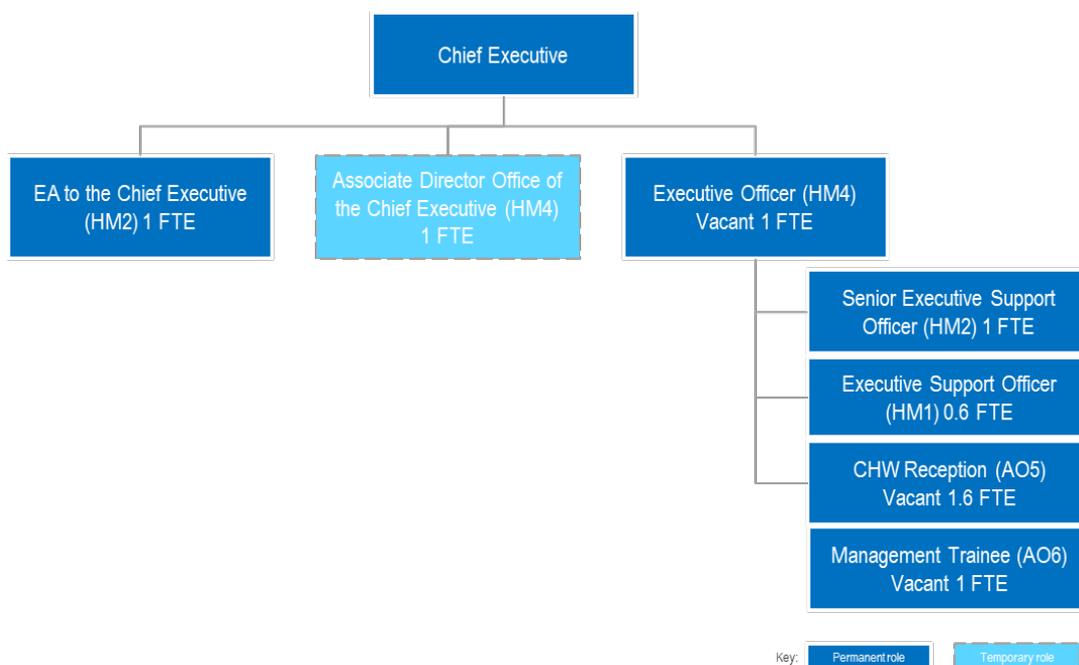
Following consultation with the Executive team the restructure has been implemented with all roles recruited (or being recruited) to through open merit processes. The Chief Executive is now considering the functional requirements for the Office of the Chief Executive to provide high level administrative support for the Chief Executive, Board and Board Chair. Part of the consideration has included the need for a more flexible and agile response to meeting the business needs of the Office of the Chief Executive.

Current Status

The Office of the Chief Executive has a variety of functions that support the Chief Executive and Board including:

- Executive Leadership Team secretariat
- Board Secretary
- Oversight of Board Committee governance arrangements
- Correspondence
- Briefings
- Ministerials
- Requests relating to the *Government Information Public Access Act (GIPA)*
- Public Interest Disclosures

Current Structure

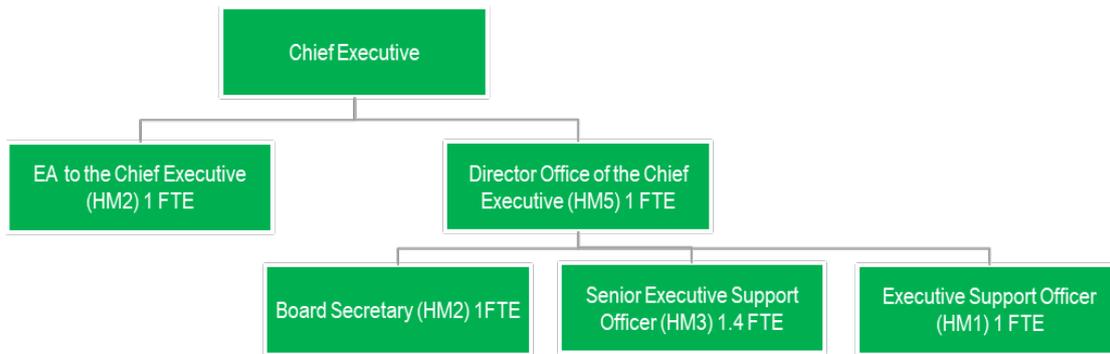


Proposed Structure

In alignment with the implementation of the Executive structure the Chief Executive has considered the requirements for the Office of the Chief Executive, this has included a detailed review of the current staffing and budget arrangements.

The proposed structure for the Office of the Chief Executive aims to:

- create better alignment and greater clarity of the functions, with the ability to be flexible and agile to respond to needs within the Office and broader Executive team
- provide sustainability and ensure the best use of resources
- provide dedicated support for the Board
- provide high-level support for management of sensitive and contentious issues on behalf of the Chief Executive
- ensure high-level administrative support for the Board and Chief Executive



Proposed Changes to Positions

The proposed structure impacts the current employment arrangements as follows:

- EA to the Chief Executive – no change
- Associate Director Office of the Chief Executive (temporary role) – position does not exist in the new structure
- Executive Officer (vacant) – position does not exist in the new structure
- Senior Executive Support Officer – evaluated as HM3 an increase in FTE from 1 FTE to 1.4 FTE consistent with workload and role description updated to reflect requirements of the role.
- Executive Support Officer – no change and role description updated to reflect the requirement to work flexibly to provide support for the Office of the Chief Executive and Executive team as required
- CHW Reception (vacant) – position does not exist in the new structure
- Management Trainee (vacant) – position does not exist in the new structure

Affected Positions

Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent Affected
Executive Officer (HM4)	Deletion of the position and transfer of some responsibilities to the new position Director Office of the Chief Executive	Vacant	No
Senior Executive Support Officer (HM2)	Position evaluated as HM3, up to 2 nd Quartile and increased from 1 FTE to 1.4 FTE	Filled	Yes

Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent Affected
CHW Reception (AO5)	Deletion of the position – the reception area at CHW will have contact details for each of the Directorate areas for guests to call on arrival Other minor receptionist duties at CHW are proposed to be distributed to the EA group as per the arrangements at SCH (e.g. ordering stationery, printer maintenance)	Vacant	No
Management Trainee (AO6)	Deletion of the position	Vacant	No

Proposed New Positions

Position Title	Summary of Proposed Change
Director Office of the Chief Executive (HM5)	New position created taking on some responsibilities from the Executive Officer and management of sensitive and contentious projects on behalf of the Chief Executive
Board Secretary (HM2)	Dedicated position to support the Board, Board Chair and Board Committees

Recruitment and Salary Matching Process

The Senior Executive Support Officer has been evaluated as Health Manager Level 3 up to second quartile, it is within the 5% variance of the salary band and as per the *NSW Health Policy Directive Managing Excess Staff of NSW Health Service PD2012_021* it is proposed the substantive staff members in the Health Manager Level 2 position will be directly appointed to the HM3 position.

Pending finalisation of the consultation, recruitment to new positions will progress to a merit-based recruitment and selection process, open internally and externally. Role descriptions for the Office of the Chief Executive positions that have been reviewed and evaluated are provided as part of this consultation paper (refer Attachment 1).

The proposed changes will be managed as per the *NSW Health Policy Directive Managing Excess Staff of NSW Health Service PD2012_021*.

Consultation

This consultation period is open to the Office of the Chief Executive team members for two weeks from 17 March 2021. The Chief Executive will have discussions with team members during the consultation period and consider feedback. Written feedback will be collected by the Office of the Chief Executive, please send responses directly to Cathryn Cox, Chief Executive by close of business 31 March 2021.

The Health Services Union (HSU) will be notified of the consultation process and be provided with a copy of this document for comment.

The 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 818 728
- Converge International - 1800 337 068

Timeframes

Task	Documentation/Task	Timeframes
Consultation period with staff and unions commences	Consultation document and proposed role descriptions	17 March 2021
Consultation period closes	-	31 March 2021
Feedback reviewed and considered	Consultation feedback	1-6 April 2021
Final consultation document incorporating any changes identified during consultation circulated	Consultation Paper (Final)	7 April 2021
Creation of new role/s in the staff establishment	-	April 2021
Recruitment and selection	Merit-based recruitment and selection process for new positions	April-May 2021

Attachments – Role Descriptions

Director Office of the Chief Executive

  Collaboration  Openness  Respect  Empowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospitals Network
Position Classification	Health Manager 5
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Director Office of the Chief Executive provides leadership for management of the Office of the Chief Executive and high-level advice and strategic support for the Chief Executive and Board across emerging, contentious and/or significant issues. Working towards achievement of the Sydney Children's Hospitals Network (SCHN) strategic and operational objectives, the role works with the Executive Team providing leadership and support to identify and respond to high priority initiatives and issues.

ESSENTIAL REQUIREMENTS

Vaccination Category: *B* -

WWCC: No

Work Health and Safety: 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.

KEY ACCOUNTABILITIES

- Provide strategic advice and support for the Chief Executive and Board including the identification and research of contentious and/or significant issues, and development of briefs and correspondence to and on behalf of the Board, Board Chair and Chief Executive for internal and external stakeholders as required.
- Progress and resolve emergent issues that require innovative and targeted responses, this will include researching the issue, applying strategic analysis, developing solutions and communications for the Chief Executive and Board.
- Work as part of the Executive Leadership Team to coordinate issues across individual Directorates to provide consolidated advice to the Chief Executive.
- Develop and coordinate high-level briefings for the Chief Executive, Board and Ministry of Health on strategic, contentious and emerging issues.
- Undertake projects, research and high-level analysis as required to integrate and synthesise information from a range of internal and external sources to provide the Chief Executive with strategic, timely advice which draws out sensitive matters, and addresses strategic and tactical issues.

- Develop, monitor and review systems to support the Board and Office of the Chief Executive, ensuring efficient office workflows with an emphasis on organisational consistency and high quality services.
- Provide leadership for the design, implementation and continuous improvement of corporate governance for the Board and Chief Executive.
- Ensure discretion, sensitivity and confidentiality in support for the Board Chair, Board and Chief Executive.
- Accountable for the governance arrangements of the Board including the management of the Board Office, Board communications and high level secretariat function for Board and Committee meetings e.g. Charter and Terms of Reference, board appointments, induction, annual review and evaluation, agenda setting, meeting papers, annual calendar and planning.
- Manage the quality assurance and review of high-level briefings, submissions, correspondence and reports for the Board, Board Committees and Chief Executive including incoming and outgoing information for the Ministry of Health.
- Oversee the Office of the Chief Executive correspondence function, providing high level support, strategic analysis and sound judgement to ensure the effective flow of information. Including review and quality check of complex Ministerials and briefings as required.
- Oversee and support the Government Information Public Access requests.
- Prepare and review complex communications, providing quality assurance and advice on briefs and submissions covering a wide range of subjects that is often confidential, contentious or sensitive.
- Perform other duties as required by the Chief Executive that are consistent with the role.

KEY CHALLENGES

- Anticipating contentious issues, keeping abreast of and dealing with organisational issues that are sensitive, fast-moving and complex with the potential to create reputational damage and/or significant risk for SCHN, the Board and Chief Executive.
- Providing high quality advice and representation of a variety of views within very tight timelines to the Chief Executive to inform decision making.
- Maintaining good knowledge of current issues that may impact the SCHN.

KEY RELATIONSHIPS

Who	Why
Board	Managing the high-level support for the Board and Board Chair.
Chief Executive	Reporting directly to the Chief Executive and management of emerging, contentious and/or significant issues Provide well-considered, balanced and trusted advice on a wide remit of policy, strategic and organisational matters including compliance with statutory and regulatory requirements
Executive Team	Build high-trust relationships and provide the point of coordination for advice and support of emerging, contentious and/or significant issues

SELECTION CRITERIA

1. Tertiary qualifications and/or relevant experience in a senior management role in a complex organisation.
2. Highly developed conceptual, analytical and problem solving skills with the ability to develop innovative, sensitive and practical solutions to complex problems.

3. Highly developed communication and interpersonal skills at a senior level, including the capacity to negotiate, resolve conflict and positively influence and motivate others.
4. Extensive experience in managing corporate governance and Board Secretary functions ensuring effective governance, systems, processes and compliance.
5. Knowledge of, or the ability to rapidly acquire knowledge of, legislation, standards, policies, procedures, and government processes relevant to SCHN and recommend courses of action.
6. Highly developed relationship management skills to influence and negotiate outcomes, liaising with a range of internal and external stakeholders, promoting a strong change management culture.
7. Extensive experience in building and sustaining effective working relationships in a high pressure environment, working across teams and building on team strengths.

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.

Senior Executive Support Officer

 C ollaboration O penness R espect E mpowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospitals Network
Position Classification	Health Manager 3
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Senior Executive Support Officer provides high-level administrative and support for the Office of the Chief Executive, including management of correspondence. Reporting to the Director, Office of the Chief Executive, the Senior Executive Support Officer is responsible for the management of Chief Executive correspondence including Ministerials and briefings, and the management and coordination of Government Information Public Access (GIPA) requests on behalf of the Chief Executive as the Senior Right to Information Officer.

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

- Manage the correspondence function on behalf of the Chief Executive including workflow allocation, preparation and monitoring of correspondence, Ministerials, briefings, submissions, and other documentation in keeping with government and organisational initiatives, policies and guidelines.
- Prepare and coordinate responses, manage requests for information and provide a single point of contact for the provision of important and timely information between the Office of the Chief Executive, the Minister's Office and Secretary/NSW Health Senior Executive/Public Relations team during and outside of normal business hours as required.
- Ensure all correspondence, including patient and corporate information, is managed confidentially and in compliance with relevant information standards, policies and procedures.
- Undertake research and provide advice/briefs/reports on topics as requested by the Chief Executive, Executive Directors or Director, Office of the Chief Executive.
- Establish and maintain effective relationships with colleagues in business areas to manage and ensure high quality, seamless, timely and efficient correspondence services are delivered.
- Manage and facilitate the GIPA requests as the Senior Right to Information Officer, ensuring compliance as per the Act. This will include working with the Ministry of Health GIPA Team, the Information Privacy Commission and other relevant external stakeholders as required. For complex matters, as the Senior Right to Information Officer this will also include acting as the key liaison with the Crown Solicitor's Office and representing SCHN at the NSW Civil and Administrative Tribunal.
- Manage and report Public Interest Disclosures in accordance with Internal Audit requirements.

- Support the operations and efficient functioning of the Office of the Chief Executive.
- Perform other duties as required by the Chief Executive and Director Office of the Chief Executive that are consistent with the role.

KEY CHALLENGES

- Working in a complex environment with competing priorities.
- Providing well-researched and balanced advice for the Chief Executive on sensitive and complex issues within tight timeframes.
- Exercising sound judgment when assessing the potential impact of the release of information on complex or crucial issues.

KEY RELATIONSHIPS

Who	Why
Chief Executive	Providing high-level support for the Chief Executive.
Director Office of the Chief Executive	Working with the Director to ensure high-level support for the Office of the Chief Executive.
Executive Team	Working with the Executive Leadership Team as required to support the Chief Executive.
Ministry of Health	Work closely with Executive Ministerial Services in response to correspondence requests and managing timeframes for response.

SELECTION CRITERIA

1. Highly developed communication and interpersonal skills and the ability to communicate, consult and negotiate effectively with internal and external stakeholders.
2. Demonstrated conceptual, analytical and problem solving skills with an ability to exercise sound judgment in a complex environment.
3. Excellent written communication skills with demonstrated experience in editing and writing a range of documents.
4. Demonstrated analytical capacity with the ability to consider and succinctly document complex information.
5. Demonstrated ability to effectively manage and respond to contentious issues, complaints and enquiries in a sensitive and confidential manner.
6. Highly efficient time management and organisational skills, with the capacity to successfully manage competing priorities and meet strict deadlines.
7. Demonstrated ability to work autonomously and in a team environment.
8. Knowledge of, or the ability to rapidly acquire knowledge of, legislation, standards, policies, procedures, and government processes relevant to SCHN and recommend courses of action.

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.

Board Secretary

 Collaboration Openness Respect Empowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospitals Network
Position Classification	Health Manager 2
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Board Secretary provides high-level support for the Board, Board Chair and Chief Executive of the Sydney Children's Hospitals Network (SCHN).

Reporting to the Director, Office of the Chief Executive, the Board Secretary is responsible for the coordination and management of high-level administrative functions for the Office of the Chief Executive, Board and Board Committees as required.

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

Key accountabilities include:

- Perform the role of Board Secretary responsible for the high-level governance advice and support of the Board and Board Committees. Managing Board compliance with legal, financial, corporate and statutory requirements. Providing leadership for the design, implementation and continuous improvement of corporate governance arrangements for the Board.
- Provide support to the Board Chair, including seeking and preparing information as requested, liaising with internal and external parties on behalf of the Board Chair, and working with the Board Chair to improve systems and processes for the Board.
- Undertake the preparation of Board and Committee meeting agendas, meeting papers, minutes, and associated correspondence for the Board including distribution of resolutions and tracking progress against actions.
- Prepare briefings for the Board, Board Chair and Chief Executive as required.
- Prepare the annual Board calendar and work plan in consultation with the Board Chair, Committee Chairs and Chief Executive.
- Coordinate the annual Board evaluation in consultation with the Board Chair.
- Coordinate the day-to-day operations of the Board Office. Provide high level confidential executive support for the Board Chair and members. This includes co-ordination of high level meetings, visitations, workshops, forums and functions.

- Act as the central point of contact for the Board including management of the Board email account. This includes the prioritisation, delegation and co-ordination of all correspondence to ensure compliance with relevant law and policy, and completion of responses within designated timeframes.
- Use effective liaison, communication and interpersonal skills to build and maintain effective working relationships with stakeholders.
- Support a positive workplace culture which encourages and recognises high performance, builds leadership capabilities and supports staff to maximise their health and wellbeing.
- Performing other duties as may be required by the Chief Executive Unit that are consistent with the role.

KEY CHALLENGES

- Working in a complex environment with competing priorities.
- Ensuring a high standard of documentation and briefings for the Board and Chief Executive.
- Problem solving and developing new approaches to workflows where required, manage and meet tight deadlines consistently whilst ensuring documentation is of a high quality standard.

KEY RELATIONSHIPS

Who	Why
Board	To provide high-level support for the Board and Board Chair.
Chief Executive	To provide high-level support for the Chief Executive.
Director Office of the Chief Executive	Working with the Director to ensure high-level secretariat support for the Board and Chief Executive.
Executive Team	Working with the Executive Team as required to support the Chief Executive.

SELECTION CRITERIA

1. Demonstrated ability to support high level corporate governance and Board Secretary functions ensuring effective governance, systems, processes and compliance.
2. Demonstrated high level oral, written and interpersonal communication skills, incorporating discretion, confidentiality and tact and the ability to liaise and consult effectively with key stakeholders both internally and externally.
3. Demonstrated experience in business writing including development of briefings, correspondence and reports.
4. Demonstrated high level organisational, administrative and time management skills.
5. Demonstrated ability to exercise judgement in setting work priorities and problem solving in a fast paced work environment.
6. Knowledge of, or the ability to rapidly acquire knowledge of, the administration of the public health sector, including standards and practices.

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.

Executive Support Officer

 Collaboration Openness Respect Empowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospitals Network
Position Classification	Health Manager 1
State Award	Health Managers (State) Award
Category	Management Operation Support
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

The Executive Support Officer provides administrative support and assistance to the Office of the Chief Executive, Directors and Directorates as well as broader Executive services and will be deployed as required to support the Executive Team.

Reporting to the Director, Office of the Chief Executive, the Executive Support Officer is responsible for the coordination and management of administrative functions including correspondence, email and diary management, and meeting secretariat support.

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

Key accountabilities include:

- Diary and email management as required including coordinating meetings and following up on correspondence as required.
- Manage correspondence processes including records management within TRIM and recording distribution, responses, and collating draft responses.
- Ensures all incoming and outgoing communications both written and verbal are managed professionally, effectively and courteously.
- Undertake the preparation of reports, briefing notes, meeting minutes/agenda review, formatting and typing of documents as required.
- Coordinate meetings, including development of agendas in consultation with the Chair, taking minutes, distributing and following up on actions.
- Coordinate regular reporting requirements for the Executive.
- Facilitate the relevant Directorate manager's performance appraisal system and maintain a register of development plans.
- Facilitate the relevant Directorate's compliance with mandatory training.
- Engages actively in Executive support team meetings, sharing responsibility for chairing the meetings and minute taking, and working together collaboratively to ensure efficient and effective support for the Executive Team.

- Responsible for the reception of visitors/enquiries to the Executive office and delegation of matters to appropriate personnel and/or departments.
- Ensure office equipment functions effectively with any faults reported.
- Coordination of other staff within the Executive and Directorate areas as required.
- Maintain good working relations with staff, external agencies and the Ministry of Health, demonstrating well developed communication and interpersonal skills, and high professional standards at all times.

KEY CHALLENGES

- Negotiating competing priorities in a busy and demanding work environment whilst maintaining a high standard of outputs and customer service.

KEY RELATIONSHIPS

Who	Why
Director Office of the Chief Executive	Working with the Director to ensure high-level administrative support for the Office of the Chief Executive and Executive Directorate areas as required.
Executive Team	Working with the Executive Team as required to provide administrative support.
Executive Support Team	Collaborating with the other Executive Assistants to ensure Executive services are maintained and supported

SELECTION CRITERIA

1. Demonstrated ability to provide high level administrative Executive support services.
2. Demonstrated high level oral, written and interpersonal communication skills, incorporating discretion, confidentiality and tact and the ability to liaise and consult effectively with key stakeholders both internally and externally.
3. Demonstrated organisational and time management skills with the ability to manage a high workload, prioritise tasks in a fast paced work environment, whilst maintaining accuracy and attention to detail.
4. Demonstrated ability in meeting preparation, organisation and minute taking as well as following up on actions arising to ensure that they are responded to in a timely fashion
5. Demonstrated ability to show initiative and use sound judgment and work collaboratively and as part of a team as well as independently.
6. Demonstrated ability to work flexibly and use initiative in being self-directed to undertake tasks for the Executive and Directorate areas as required.

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.