



**Restructure Consultation Paper**  
**Organisational Development and Learning**  
**People and Culture Directorate**

September 2022



Comments or feedback on this proposal can be  
submitted in writing to

Fiona Fahey

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By close of business:

22 October 2022

## Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1.1	26/9/22		Fiona Fahey

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# 1. Overview of SESLHD Organisational Development and Learning (OD&L) Unit

## 1.1 Background

The SESLHD *Exceptional Care, Healthier Lives* Strategic Plan 2022-25, identifies *Supporting Teams to Thrive* as a strategic priority, within which the following focus areas are identified:

- Effective and authentic relationships that promote wellbeing
- Staff who work autonomously in the delivery of exceptional care
- Accountable, values-based leadership
- Development opportunities for staff to excel
- Collaborative, diverse, and inclusive teams who work towards a shared vision

The People and Culture (P&C) vision is to foster a culture where our people can reach their full potential by enabling our leaders and our people in delivering the best employee and patient experience through the provision of contemporary people solutions and advice.

The OD&L unit sits within the People and Culture Directorate. This unit moved from the Improvement and Innovation Hub to the People and Culture Directorate in 2019 under the leadership of the former Director People and Culture.

The OD&L team were established to provide a district-wide service to ensure the development and delivery of effective strategies, systems and processes which build workforce capability in support of the achievement of the SESLHD strategic priorities.

To date, the OD&L team has had limited strategic impact as it has been operationally and administratively focused, and more heavily resourced in the learning and development space, particularly with regard to mandatory/compliance-related training. Stakeholders from across the District expect value-add from the function and have a strong desire to partner more closely to build initiatives for the long-term sustainability and success of the organisation.

## 1.2 Current Organisation Structure

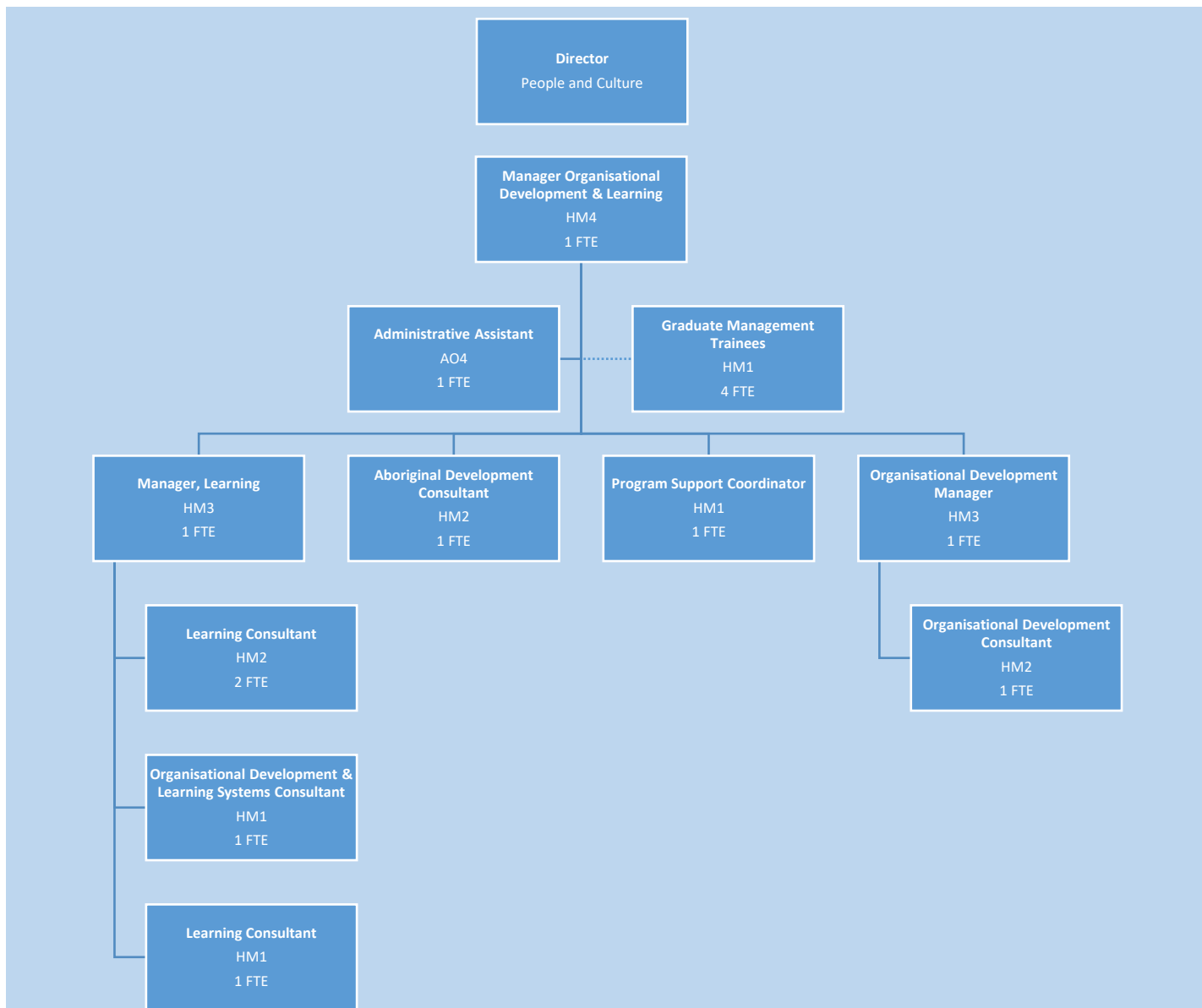
The current OD&L team comprise a Manager OD&L (HM 4), Manager Learning (HM 3), Organisational Development Manager (HM 3), 2 FTE Learning Consultants (HM 2), Organisational Development Consultant (HM 2), Learning Consultant (HM 1), OD&L Systems Consultant (HM 1), Program Support Coordinator (HM 1), Aboriginal Development Consultant (HM 2), and Administrative Assistant (AO 4).

The unit is split into two teams: a Learning team, and an Organisational Development team, with distinct accountabilities.

### 1.2.1 Current Organisation Charts

ORGANISATION	ORG. TYPE	COST CENTRE	POSITION NUMBER	POSITION CLASSIFICATION	POSITION FTE
SES P&C People & Culture SESLHD 181138	Service	181138	105123	Health Mgr Lvl 4	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	514074	Health Mgr Lvl 1	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	686111	Health Mgr Lvl 3	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	709018	Admin Off Lvl 4	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	709019	Health Mgr Lvl 3	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	709072	Health Mgr Lvl 2	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	709073	Health Mgr Lvl 1	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	709074	Health Mgr Lvl 1	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	709122	Health Mgr Lvl 2	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	710588	Health Mgr Lvl 2	1.00
SES P&C People & Culture SESLHD 181138	Service	181138	716957	Health Mgr Lvl 2	1.00

### Current organisational chart



### 1.3 Case for Change

The function has been reviewed to ensure that the expertise and services the team offer are placed within the real and current concerns of the business to create value. The drivers of change are:

- The requirement for a more contemporary and flexible structure which can be responsive to the changing needs of the organisation, comprised of roles which have greater breadth and are able to design and implement strategies, initiatives and/or programs across the whole range of the OD&L function.
- The requirement for the team to be able to adapt quickly and to better collaborate across the P&C team and the LHD to deliver a range of different programs of work at different times.
- The requirement for OD&L leadership and consultants to develop successful, long term strategic relationships with stakeholders to achieve shared objectives.

- The requirement to strengthen the leadership, skill set, and work practices of the team to successfully deliver the P&C priorities, ultimately to contribute to *Supporting Teams to Thrive*.
- The regrading of the Manager OD&L (HM 4) to HM 5 brings the position into line with the other P&C Heads, elevate the responsibilities and capabilities of the role, as well as being consistent with the grading of similar positions within other LHD's in the State.

## 2.1 Proposed Organisation Structure

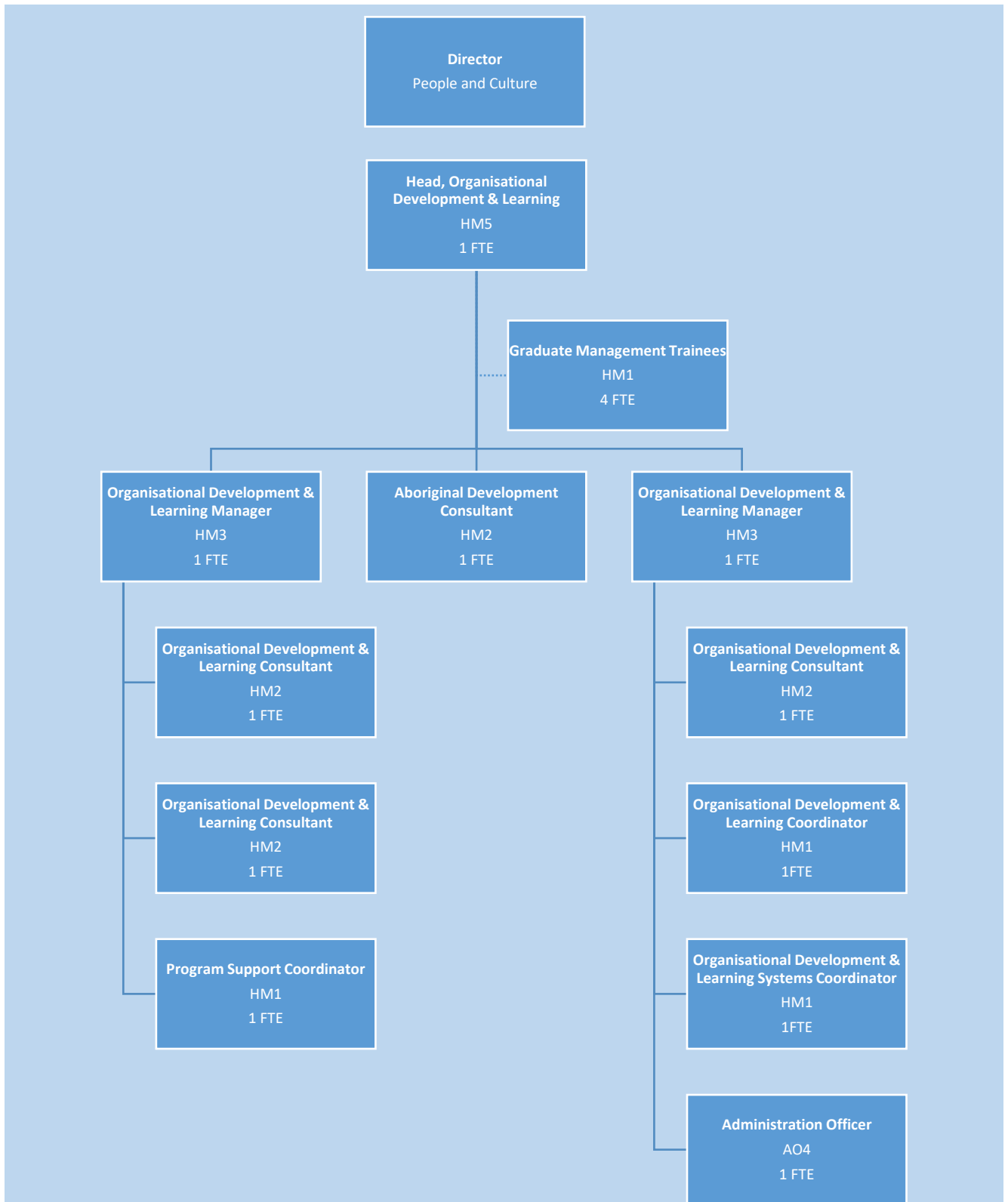
The revised structure allows for more effective delivery of the People and Culture priorities that extend beyond traditional learning, particularly in terms of performance development, talent management, succession planning, leadership, culture and engagement.

The revised structure proposes a change to the service delivery model whereby two Organisational Development and Learning teams are created, with portfolios of responsibility which can change each year based on the business needs. The breadth of the new HM3 and HM2 roles (currently vacant) will enable a broader scope of work within the roles to provide a more holistic view of solutions from a learning and organisational development perspective, and provide greater opportunities to the incumbents for professional growth and development.

The vacant revised roles within each team will be multi-skilled, and will be able to commission new pieces of work, and project manage the design, implementation and evaluation of each piece of work. These roles will continue to be supported by existing roles including the Learning Consultant (HM1), Systems Consultant (HM1), Program Support Coordinator (HM1) and Administrative Assistant (AO4).



## 2.2 Proposed Organisation Chart



### 3. Proposed Changes to Positions

#### 3.1 Positions with Changes to Reporting Lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Learning Consultant (HM 2) 2 FTE	Change of reporting line to OD&L Manager	Vacant	No
2	Learning Consultant (HM 1) 1 FTE	Change of reporting line to OD&L Manager	Filled	Yes
3	OD&L Systems Consultant (HM1) 1 FTE	Change of reporting line to OD&L Manager	Filled	Yes
4	Admin Officer (AO4) 1 FTE	Change of reporting line to OD&L Manager	Filled	Yes
5	Program Support Coordinator (HM1) 1 FTE	Change of reporting line to OD&L Manager	Filled	Yes

#### 3.2 Deleted Positions

No.	Position Title	Summary of Proposed Change	Filled or vacant	Incumbent affected
1	Manager OD&L (HM 4)	Delete position	Filled	Yes

#### 3.3 New Positions

No.	Position Title	Summary of Proposed Change
1	Head OD&L	Proposed grade HM 5. Increase in responsibilities and strategic accountability.

#### 3.4 Positions with Changed Responsibilities

No.	Position Title	Summary of Proposed Change
1	Manager Learning HM 3	Change of position title to Organisational Learning and Development Manager. Change to role content to include responsibility for both Learning and Organisational Development.

No.	Position Title	Summary of Proposed Change
2	Manager Organisational Development (HM 3)	Change of position title to Organisational Learning and Development Manager. Change to role content to include responsibility for both Learning and Organisational Development.
3	Learning Consultant HM 2 (vacant)	Change of position title to OD&L Consultant. Change to role content to include responsibility for both Learning and Organisational Development.

## 4. Consultation

This restructure consultation paper and the draft position descriptions will be released for consultation. The Director People and Culture will have individual discussions with all position holders who are directly impacted by the proposal during the consultation period.

The Director People and Culture will encourage feedback from all People and Culture Directorate staff.

The Health Services Union (HSU) will be notified of the proposal and provided with the Restructure Consultation Paper, and invited to comment on the proposal.

Consultation is in accordance with *NSW Health policy PD2012\_021 Managing Excess Employees of NSW Health Service*.

## 5. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Restructure Consultation documents completed	Restructure Consultation Paper	w/c 26/9/22
Initial consultation period / discussions with staff directly impacted		w/c 26/9/22
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	w/c 3/10/22
Consultation period closes	-	Proposed 22/10/22
Feedback reviewed and considered.	Restructure Consultation Paper Feedback from consultation	w/c 24/10/22
Final consultation document incorporating any changes identified during consultation approved and circulated.	Restructure Consultation Paper (Final)	w/c 24/10/22
Written advice issued to affected staff	Letter to advise of 'affected status'	w/c 24/10/22

Process of direct matching of affected staff to positions in the new structure	Letter to advise of matching to positions	w/c 24/10/22
Vacant positions advertised	Merit selection recruitment process	w/c 24/10/22
Selection process for positions commences	Assessment of applications and interviews	w/c 24/10/22
Written advice issued to staff appointed to positions	Letter to advise of appointments	w/c 14/11/22
Staff not appointed to positions declared 'excess' and offered the option of voluntary redundancy, or redeployment		w/c 14/11/22
VR provided, or redeployment commences for a 3-month period		w/c 12/12/22

## 6. Position Descriptions (attached below)

No.	Document description	Internal Ref.
1	Head of Organisational Development and Learning (proposed grading HM 5)	For grading
2	Organisational Development and Learning Managers (HM 3)	Revised content and position title
3	Organisational Development and Learning Consultants (HM 2)	Revised content, position title and change of reporting lines

## 7. Endorsement

### Executive Sponsor

<b>Name</b>	Fiona Fahey
<b>Position Title</b>	Director People and Culture
<b>Signature</b>	
<b>Date</b>	4/10/22

## Position Description

<b>Facility/Service</b>	People and Culture
<b>Department</b>	Organisational Development and Learning
<b>• Manager</b>	Director People and Culture
<b>• Position Number</b>	
<b>• Cost Centre</b>	181138

### • Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (\*) are mandatory

<b>Position Description Title *</b>	Head Organisational Development and Learning	
<b>Does this role require Multiple Awards?*</b>	NO	
<b>Award*</b> <i>List all relevant Awards</i>	Health Managers (State) Award	
<b>Position Classification*</b> <i>List all classifications relevant to this position</i>	Health Manager level 5	
<b>Job Category Coding (ROB)*</b>	<i>Refer to <a href="#">ROB Job Category Coding Guide</a> (this coding will link your PD to the relevant position number)</i>	
<b>Job Classification Coding (ROB)*</b>	Human Resources and Recruitment	
<b>Job Speciality Coding (ROB)</b>	Training and Development	
<b>Does this require Senior Executive Level Standards?</b>	NO	
<b>Does this role manage or supervise others?*</b>	YES	
<b>Primary Purpose of the role*</b>  A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"		The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.
		The Head Organisational Development and Learning leads the effective development and implementation of strategies, programs, initiatives, and systems which build workforce capability and supports employee engagement, in order to achieve SESLHD strategic priorities. The position develops and leads the SESLHD strategies for organisational culture, employee engagement, experience and

		<p>recognition, leadership development, capability development, talent management, succession planning, and diversity and inclusion. This position also leads and has operational oversight of the District Organisational Learning and Development team.</p> <p>The position is a key member of the People and Culture Directorate Leadership team and works collaboratively with a broad range of stakeholders and senior executives to support the delivery of high quality person-centred care.</p>
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• **Section 2 – Key Accountabilities**

<p><b>Standard Key Accountabilities*</b></p>		<ul style="list-style-type: none"> <li>• Provide expert advice to the Executive Leadership Team and senior management on all aspects of the Organisational Development and Learning functions for the District including organisational culture, employee experience, engagement and recognition, leadership development, capability development, talent management, succession planning, and diversity and inclusion</li> <li>• Lead and oversee the governance and continuous improvement at a District level, of Organisational Learning and Development initiatives, and programs of work, meet performance indicators and, report to the Executive Leadership Team, and various committees and working groups</li> <li>• Build and maintain effective relationships and constructive influence with internal and external stakeholders to develop, design, and facilitate key programs of work, ensuring SESLHD has strong networks to deliver on these strategies</li> <li>• Lead, manage and support the Organisational Development and Learning team to ensure performance development, career development, and succession planning is optimised, and that the team operating model aligns with the District Strategic priorities</li> <li>• Manage the needs analysis, development, design, implementation and evaluation of District-wide organisational development and learning programs and projects, leading the application of strong change management and project management disciplines</li> <li>• Collaborate proactively with other People and Culture teams, and as a member of the People and Culture leadership team in order to contribute to the Directorate’s purpose, culture, performance, and development</li> <li>• Promote a culture which is built on the CORE values, and prioritises accountability, employee engagement and wellbeing, diversity and inclusion, and continuous improvement</li> </ul>
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		<ul style="list-style-type: none"> <li>Uphold the highest standards of professionalism at all times by performing the functions of this role efficiently, economically, fairly, impartially and with integrity and by actively advocating organisational principles and values, to ensure that Health Service and Government expectations are met</li> <li>Maintain responsibility for personal and professional development by participating in training/education activities and performance reviews/appraisals in order to continuously improve the level of management and leadership in the service</li> <li>All staff are expected to take reasonable care that their actions do not adversely affect the health and safety of others, that they comply with any reasonable instruction that is given them and with any reasonable policies/procedures relating to health or safety in the workplace, as well as notifying any hazards/risks or incidents to their managers.</li> <li>Manage delegated financial responsibilities, through the development and maintenance of appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget.</li> <li>Recruit, coach, mentor and performance develop [unit/team] staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit</li> <li>Comply with and implement the NSW Health Work Health and Safety Better Practice Procedures by identifying, assessing, eliminating/controlling and monitoring hazards and risks within the workplace, to the extent of delegated authority for the role.</li> </ul>
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- Section 3 – Key Challenges**

<b>Challenges</b>	<ul style="list-style-type: none"> <li>Designing, developing and delivering key Organisational development and learning programs in a large complex organisation</li> <li>Effectively addressing the varying expectations of multiple stakeholders within limited resources, despite high demand workflows and tight deadlines</li> <li>Ensuring that new systems and frameworks are implemented across the organisation, and are effective in supporting the organisations objectives</li> </ul>
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- Section 4 – Key Relationships**

<b>Key Internal Relationships</b>	<b>Who?</b>	Director People and Culture
	<b>Why?</b>	Line manager, strategy, support, performance and governance,
	<b>Who?</b>	District Executive Team, and senior managers
	<b>Why?</b>	Key stakeholders, for collaboration, consultation, influence, and strategy
	<b>Who?</b>	District Nursing and Midwifery
	<b>Why?</b>	Collaboration on leadership and other programs of work
<b>Does this role routinely interact with external stakeholders?</b>		YES
<b>Key External Relationships</b>	<b>Who?</b>	Ministry of Health and other LHD's
	<b>Why?</b>	Advisory, collaboration, reporting
	<b>Who?</b>	External education and training organisations including universities
	<b>Why?</b>	Collaboration on service provision
<b>Is this a Public Senior Executive Role which manages relationship at the Ministerial level?</b>		NO

• **Section 5 – Staffing/Responsible for**

Number of direct and indirect reports to position.

Direct Reports	3
Indirect Reports	11

• **Section 6 – Financial Delegation**

Note either “as per delegation manual” or “other”, if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	
Other \$	

• **Section 7 – Essential Requirements**

<b>Essential Requirements</b>	<i>(Mandatory)</i> <i>PM team will include this text</i>	<ul style="list-style-type: none"> <li>All staff are required to complete and submit a Pre-employment Health Declaration Form</li> <li>Dependent on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check.</li> </ul>
	<i>(Mandatory)</i> <i>PM team will include relevant text dependent on whether the</i>	<ul style="list-style-type: none"> <li><b>Staff who supervise others:</b> As a leader you are expected to actively support and demonstrate your commitment to the organisation’s safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep</li> </ul>



	<i>position has direct reports or not</i>	up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable.
	<i>(Free Text)</i>	Current licence to drive in NSW, and the ability to travel across the LHD for work purposes.

• **Section 8 – Selection Criteria**

1	Relevant tertiary qualifications, and/or extensive equivalent experience in a similar leadership role, or a combination of experience and study
2	Demonstrated success in effectively leading an OD team to design and deliver organisational outcomes within a complex environment
3	Demonstrated experience developing teams, coaching and advising senior managers and fostering a person-centred constructive culture
4	Strong influencing and relationship management skills with experience of working effectively with senior stakeholders including Executive teams
5	Highly developed organisational and time management skills with the ability to work in a high pressure environment with periods of heavy workload, and multi-task to achieve business goals and expectations
6	Superior analytical skills, including the ability to analyse data, prepare and present analysis, and draft complex correspondence suitable for an executive audience
7	Demonstrated capability in applying systemic approaches to organisational opportunities or challenges, including leading multiple and concurrent projects and teams, driving improvement initiatives, and implementing change
8	Sound knowledge and understanding of NSW public healthcare system, workforce challenges, relevant policy and legislation frameworks, and SESLHD strategic priorities

• **Section 9 – 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.

<b>PHYSICAL DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
* Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/ hazardous materials – <b>note: N/A is not acceptable</b>	Infrequent
Sitting – remaining in a seated position to perform tasks	Frequent
Standing – remaining standing without moving about to perform tasks	Occasional
Walking – floor type: even/uneven/slippy, indoors/outdoors, slopes	Infrequent
Running – floor type: even/uneven/slippy, indoors/outdoors, slopes	Infrequent
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Infrequent
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling – remaining in a kneeling posture to perform tasks	Infrequent
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Infrequent
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable

Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Occasional
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Occasional
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Infrequent
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Infrequent
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Infrequent
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Infrequent
Hand and Arm Movements – repetitive movements of hands and arms	Constant
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Repetitive
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Occasional
<b>SENSORY DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Constant
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Constant
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Infrequent
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Frequent
<b>PSYCHOSOCIAL DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
Distressed People – e.g. emergency or grief situations	Infrequent
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Not Applicable
<b>ENVIRONMENTAL DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
Dust – exposure to atmospheric dust	Not Applicable
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Infrequent
Noise – environmental/background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting – risk of trips, falls or eyestrain	Infrequent
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Infrequent
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Infrequent
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

## Position Description

<b>Facility/Service</b>	People and Culture Directorate
<b>Department</b>	Organisational Development & Learning
<b>• Manager</b>	Head of Organisational Development & Learning
<b>• Position Number</b>	
<b>• Cost Centre</b>	181138

### • Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (\*) are mandatory

<b>Position Description Title *</b>	<i>E</i> Manager Organisational Development & Learning	
<b>Does this role require Multiple Awards?*</b>	NO	
<b>Award*</b> <i>List all relevant Awards</i>	Health Managers (State) Award	
<b>Position Classification*</b> <i>List all classifications relevant to this position</i>	Health Manager Level 3	
<b>Job Category Coding (ROB)*</b>	<i>Refer to <a href="#">ROB Job Category Coding Guide</a> (this coding will link your PD to the relevant position number)</i>	
<b>Job Classification Coding (ROB)*</b>	Human Resources and Recruitment	
<b>Job Speciality Coding (ROB)</b>	Training and Development	
<b>Does this require Senior Executive Level Standards?</b>	NO	
<b>Does this role manage or supervise others?*</b>	YES	
<b>Primary Purpose of the role*</b>  A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"	<i>(Mandatory)</i>  <i>PM team will include this text</i>	The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.
	<i>(Free text)</i>	The Manager, Organisational Development and Learning reports to the Head Organisational Development and Learning, and leads the effective development and implementation of a suite of programs and initiatives which build workforce capability, and support employee engagement in order to achieve the SESLHD strategic priorities.

		The Position leads and manages the design, development, implementation and evaluation of organisational development initiatives for organisational culture, employee engagement, experience and recognition, leadership development, capability development, talent management, succession planning, and diversity and inclusion
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• **Section 2 – Key Accountabilities**

<p><b>Standard Key Accountabilities*</b></p>		<ul style="list-style-type: none"> <li>• Provide expert leadership and management to the OD &amp; L Team in the delivery of initiatives across the organisation that support the People &amp; Culture strategic objectives, relevant to the following areas:             <ul style="list-style-type: none"> <li>• Organisational Development</li> <li>• Learning and Development</li> <li>• Diversity and Inclusion</li> <li>• Workforce Capability and Performance</li> <li>• Culture, Engagement</li> <li>• Change Management</li> </ul> </li>   <li>• Working collaboratively with the People &amp; Culture Directorate in order to achieve the strategic and operational objectives.             <ul style="list-style-type: none"> <li>• Partnering and engaging with internal stakeholders to ensure OD&amp;L initiatives and programs meet organisational needs.</li> <li>• Build and maintain effective relationships and constructive influence with internal and external stakeholders to develop, design, and facilitate key programs of work, ensuring SESLHD has strong networks to deliver on these strategies</li> <li>• Providing direction, leadership and coaching to the OD&amp;L Team to ensure team and individual objectives are achieved.</li> <li>• Providing subject matter expertise and best practice advice in the design, implementation and evaluation of OD&amp; L programs and initiatives.</li> <li>• Lead the design of customised OD&amp;L solutions and resources including frameworks, tools and programs.</li> <li>• Maintain responsibility for personal and professional development by participating in training/education activities and performance reviews/appraisals in order to continuously improve service provision levels.</li> </ul> </li> <li>• Develop and maintain effective relationships with external stakeholders, including the Ministry of Health (MoH), the Health Education and Training</li> </ul>
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		<p>Institute (HETI), the Clinical Excellence Commission (CEC), the Agency for Clinical Innovation (ACI) and other Local Health Districts, and represent SESLHD at meetings, committees and working groups.</p> <ul style="list-style-type: none"> <li>• Establish and maintain governance systems to optimise learning and mitigate organisational risks, including the development of internal and external Organisational Development &amp; Learning service level agreements.</li> <li>• Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with managers and employees.</li> </ul>
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• **Section 3 – Key Challenges**

<b>Challenges</b>	<ul style="list-style-type: none"> <li>• Providing effective programs and initiatives to build capability and promote a culture of organisational development and learning.</li> <li>• Ability to respond flexibly and positively to changes in the requirements of this role. This job description is therefore a guide to the level and range of responsibilities the incumbent will be expected to undertake initially and the duties of this role may be altered from time to time to meet changing demands.</li> <li>• Researching, advocating and implementing innovation and change in workforce strategies and practice, given the complexities, magnitude and environments within which Health functions operate and the continuing changes to the structure of the health system.</li> <li>• Demonstrating resilience and persistence in balancing the needs of competing demands within a complex, high volume work environment encompassing the delivery of strategic and operational outcomes.</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>• The position has substantial autonomy in the management of staff and other resources of the OD&amp;L team including managing the performance for others to achieve work objectives.</li> <li>• Determining best use of limited resources to meet competing customer needs and expectations and dealing with high volume workloads whilst concurrently managing to achieve positive outcomes</li> <li>• Undertakes negotiations around timelines for delivery of services.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Working in partnership and being influential with a range of senior stakeholders across the LHD</li> </ul>

• **Section 4 – Key Relationships**

<b>Key Internal Relationships</b>	<b>Who?</b>	Head of Organisational Development & Learning
	<b>Why?</b>	Direct report to the Head of OD/L to lead the effective delivery of all OD/L initiatives
	<b>Who?</b>	SESLHD People and Culture Directorate and OD&L Team
	<b>Why?</b>	To partner with members of People and Culture to deliver programs aligned to the relevant District strategies. These include the People and Culture Plan and the SESLHD Business Plan.  Provide leadership, management and support to staff within the OD&L Team.
	<b>Who?</b>	SESLHD People Leaders
	<b>Why?</b>	To partner with leaders to ensure organisational development and learning solutions are aligned to organisational needs.
<b>Does this role routinely interact with external stakeholders?</b>		Choose an item.
<b>Key External Relationships</b>	<b>Who?</b>	Ministry of Health Pillars and Other Local Health Districts
	<b>Why?</b>	To contribute to decision making on programs of work and keep abreast of OD&L initiatives.
	<b>Who?</b>	Training and Education providers
	<b>Why?</b>	Collaboration re delivery of services
<b>Is this a Public Senior Executive Role which manages relationship at the Ministerial level?</b>		NO

• **Section 5 – Staffing/Responsible for**

Number of direct and indirect reports to position.

Direct Reports	3/4
Indirect Reports	0

• **Section 6 – Financial Delegation**

As per delegation manual	
Other \$	

• **Section 7 – Essential Requirements**

<b>Essential Requirements</b>	<i>(Mandatory)</i>	<ul style="list-style-type: none"> <li>All staff are required to complete and submit a Pre-employment Health Declaration Form</li> </ul>
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	<i>PM team will include this text</i>	<ul style="list-style-type: none"> <li>Dependent on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check.</li> </ul>
	<p>(Mandatory)</p> <p><i>PM team will include relevant text dependent on whether the position has direct reports or not</i></p>	<ul style="list-style-type: none"> <li><b>Staff who supervise others:</b> As a leader you are expected to actively support and demonstrate your commitment to the organisation's safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable.</li> <li></li> </ul>

• **Section 8 – Selection Criteria**

1	Relevant tertiary qualifications or relevant equivalent work experience, or a combination of study and work experience in organisational development, learning, change management, human resources, or other relevant discipline.
2	Leadership experience and the ability to manage the workflow and performance of staff within the OD&L Team to achieve the strategic priorities.
3	Thorough knowledge of contemporary practices in the field of organisational development and learning with demonstrated achievements in leading strategies and/or initiatives from conception to completion.
4	Strong interpersonal, communication, negotiation, influencing skills which demonstrate a capacity to build and maintain relationships with leaders.
5	Excellent coaching, presentation, training, facilitation, and program design skills developed through substantial applied and demonstrated expertise in the facilitation of individuals and teams and in building the capability in others.
6	Demonstrated effective planning and time management, including ability to prioritise and meet competing demands in a complex work environment.
7	Proven commitment to effective working relationships and service excellence, underpinned by the NSW Health CORE values.

8	Current NSW Drivers license with a willingness to travel in accordance with the demands of the position.
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• **Section 9 – 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.

PHYSICAL DEMANDS - Description (Comment)	FREQUENCY
* Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/ hazardous materials – <b>note: N/A is not acceptable</b>	Infrequent
Sitting – remaining in a seated position to perform tasks	Frequent
Standing – remaining standing without moving about to perform tasks	Occasional
Walking – floor type: even/uneven/slippy, indoors/outdoors, slopes	Infrequent
Running – floor type: even/uneven/slippy, indoors/outdoors, slopes	Infrequent
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Infrequent
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling – remaining in a kneeling posture to perform tasks	Infrequent
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Infrequent
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Occasional
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Occasional
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Infrequent
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Infrequent
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Infrequent
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Infrequent
Hand and Arm Movements – repetitive movements of hands and arms	Constant
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Repetitive
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Occasional
SENSORY DEMANDS - Description (Comment)	FREQUENCY
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Constant
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Constant
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Infrequent
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Frequent
PSYCHOSOCIAL DEMANDS - Description (Comment)	FREQUENCY
Distressed People – e.g. emergency or grief situations	Infrequent
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Not Applicable
ENVIRONMENTAL DEMANDS - Description (Comment)	FREQUENCY
Dust – exposure to atmospheric dust	Not Applicable
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable



Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Infrequent
Noise – environmental/background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting – risk of trips, falls or eyestrain	Infrequent
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Infrequent
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Infrequent
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

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## Position Description

<b>Facility/Service</b>	People and Culture Directorate
<b>Department</b>	Organisational Development & Learning
• <b>Manager</b>	Manager, Organisational Development & Learning
• <b>Position Number</b>	
• <b>Cost Centre</b>	181138

### • **Section 1 – Role Details**

Contains key information about the role. Fields marked with asterisk (\*) are mandatory

<b>Position Description Title *</b>	Organisational Development & Learning Consultant	
<b>Does this role require Multiple Awards?*</b>	NO	
<b>Award*</b> <i>List all relevant Awards</i>	Health Managers (State) Award	
<b>Position Classification*</b> <i>List all classifications relevant to this position</i>	Health Manager Level 2	
<b>Job Category Coding (ROB)*</b>	<i>Refer to <a href="#">ROB Job Category Coding Guide</a> (this coding will link your PD to the relevant position number)</i>	
<b>Job Classification Coding (ROB)*</b>	Human Resources and Recruitment	
<b>Job Speciality Coding (ROB)</b>	Training and Development	
<b>Does this require Senior Executive Level Standards?</b>	NO	
<b>Does this role manage or supervise others?*</b>	NO	
<b>Primary Purpose of the role*</b> <i>(Mandatory)</i>  A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"	<p>The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.</p> <p>The Organisational Development &amp; Learning Consultant supports the Manager, Organisational Development &amp; Learning in the delivery of the People &amp; Culture and SESLHD strategic priorities through the design and delivery of contemporary Organisational Development &amp; Learning programs and initiatives which build workforce capability, and support employee engagement, in order to achieve the SESLHD</p>	

		<p>strategic priorities. This includes the design and delivery of frameworks, tools, resources, procedures, policies and strategic programs.</p> <p>The position project manages a range of programs concurrently across the organisational development function including but not limited to organisational culture, employee engagement, experience and recognition, leadership development, capability development, talent management, succession planning, and diversity and inclusion</p>
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• **Section 2 – Key Accountabilities**

<p><b>Standard Key Accountabilities*</b></p>		<ul style="list-style-type: none"> <li>• Provide high level advice and project management in the delivery of initiatives across the organisation that support the People &amp; Culture strategic objectives, relevant to the following areas:             <ul style="list-style-type: none"> <li>• Organisational Development</li> <li>• Learning and Development</li> <li>• Diversity and Inclusion</li> <li>• Workforce Capability and Performance</li> <li>• Culture, Engagement</li> <li>• Change Management</li> </ul> </li> <li>• Working collaboratively with the People &amp; Culture Directorate in order to achieve the strategic and operational objectives.</li> <li>• Partnering and engaging with internal stakeholders to ensure OD&amp;L initiatives and programs meet organisational needs.</li> <li>• Establish and strengthen relationships with internal stakeholders across SESLHD, through a consultative and collaborative approach.</li> <li>• Providing subject matter expertise and best practice advice in the design, implementation and evaluation of OD&amp; L programs and initiatives.</li> <li>• Lead the design of customised OD&amp;L solutions and resources including frameworks, tools and programs.</li> <li>• Develop and maintain effective relationships with external stakeholders, including the Ministry of Health (MoH), the Health Education and Training Institute (HETI), the Clinical Excellence Commission (CEC), the Agency for Clinical Innovation (ACI) and other Local Health Districts, and represent SESLHD at meetings, committees and working groups.</li> <li>• Maintain responsibility for personal and professional development by participating in training/education activities and performance reviews/appraisals in</li> </ul>
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		<p>order to continuously improve service provision levels.</p> <ul style="list-style-type: none"> <li>Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with managers and employees.</li> </ul>
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### • Section 3 – Key Challenges

<b>Challenges</b>	<ul style="list-style-type: none"> <li>Providing effective programs and initiatives to build capability and promote a culture of organisational development and learning.</li> <li>Ability to respond flexibly and positively to changes in the requirements of this role. This job description is therefore a guide to the level and range of responsibilities the incumbent will be expected to undertake initially and the duties of this role may be altered from time to time to meet changing demands.</li> <li>Researching, advocating and implementing innovation and change in workforce strategies and practice, given the complexities, magnitude and environments within which Health functions operate and the continuing changes to the structure of the health system.</li> </ul>
<b>Decision Making</b>	<ul style="list-style-type: none"> <li>Determining best use of limited resources to meet competing customer needs and expectations and dealing with high volume workloads whilst concurrently managing to achieve positive outcomes</li> <li>Undertakes negotiations around timelines for delivery of services.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>Working in partnership and being influential with a range of senior stakeholders across the LHD</li> </ul>

### • Section 4 – Key Relationships

<b>Key Internal Relationships</b>	<b>Who?</b>	Manager, Organisational Development & Learning
	<b>Why?</b>	Direct report to the Manager of OD/L to lead the effective delivery of all OD/L initiatives
	<b>Who?</b>	SESLHD People and Culture Directorate and OD&L Team
	<b>Why?</b>	To partner with members of People and Culture to deliver programs aligned to the relevant District strategies. These include the People and Culture Strategic Plan and the OD&L Business Plan.
	<b>Who?</b>	Partner and collaborate with members of the OD&L Team to achieve team objectives.
	<b>Who?</b>	SESLHD People Leaders
<b>Why?</b>	To partner with leaders to ensure organisational development and learning solutions are aligned to organisational needs.	

<b>Does this role routinely interact with external stakeholders?</b>		YES
<b>Key External Relationships</b>	<b>Who?</b>	Ministry of Health Pillars and Other Local Health Districts
	<b>Why?</b>	To contribute to decision making on programs of work and keep abreast of OD&L initiatives.
	<b>Who?</b>	
	<b>Why?</b>	
<b>Is this a Public Senior Executive Role which manages relationship at the Ministerial level?</b>		NO

• **Section 5 – Staffing/Responsible for**

Direct Reports	0
Indirect Reports	0

• **Section 6 – Financial Delegation**

Note either “as per delegation manual” or “other”, if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	
Other \$	

• **Section 7 – Essential Requirements**

Information (where relevant) about essential role requirements, such as: whether the role is identified, qualifications requirements, employment screening checks, licence requirements etc.

Please do not use the Mandatory text below within other sections.

<b>Essential Requirements</b>	<i>(Mandatory)</i>	<ul style="list-style-type: none"> <li>All staff are required to complete and submit a Pre-employment Health Declaration Form</li> <li>Dependent on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check.</li> </ul>
	<i>(Mandatory)</i>	<ul style="list-style-type: none"> <li><b>Staff who do not supervise others:</b> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies, procedures and training relating to work health, safety and wellbeing, including identifying and notifying any safety incidents, injury, hazards, risks, concerns or unsafe behaviour to the manager and reporting these in the SESLHD IMS+ safety reporting system within 24 hours.</li> </ul>

- **Section 8 – Selection Criteria**

1	Relevant tertiary qualifications or relevant equivalent work experience, or a combination of study and work experience in organisational development, learning, change management, human resources, or other relevant discipline.
2	Thorough knowledge of contemporary practices in the field of organisational development and learning with demonstrated achievements in leading strategies and/or initiatives from conception to completion.
3	Demonstrated high level communication and analytical writing skills suitable for a large and complex organisation, and for a wide variety of writing projects and the ability to adapt communication to different audiences.
4	Effective planning and time management and demonstrated ability to prioritise and meet conflicting deadlines.
5	Proven interpersonal and influencing skills and a strong client service approach to develop and maintain effective working relationships with managers, staff and other key stakeholders.
6	Demonstrated experience in project management of programs of work, from conception to completion.
7	Ability to work autonomously and as part of a team.
8	Current NSW Drivers license with a willingness to travel in accordance with the demands of the position.

## Section 9 – 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.

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Standing – remaining standing without moving about to perform tasks	Not Applicable
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<b>SENSORY DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Frequent
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Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Not Applicable
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Not Applicable
<b>PSYCHOSOCIAL DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
Distressed People – e.g. emergency or grief situations	Not Applicable
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Not Applicable
Unpredictable People – e.g. dementia, mental illness, head injuries	Not Applicable
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Not Applicable
<b>ENVIRONMENTAL DEMANDS - Description (Comment)</b>	<b>FREQUENCY</b>
Dust – exposure to atmospheric dust	Not Applicable
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Not Applicable
Noise – environmental/background noise necessitates people raise their voice to be heard	Not Applicable

Inadequate Lighting – risk of trips, falls or eyestrain	Not Applicable
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Not Applicable
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Not Applicable
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Not Applicable
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable