

NBMLHD: Proposed reporting line changes, Medical Recruitment

Dear Member,

Attached is correspondence the HSU has received from Nepean Blue Mountains Local Health District regarding proposed changes to reporting lines for senior and junior medical recruitment.

Member feedback requested

The HSU industrial team is currently reviewing the potential impacts of the proposed changes upon affected employees. We are now seeking feedback, views and comments from our members.

Please review the attached documentation and provide comment and feedback by close of business 17 December 2018. You can submit it by email to joshua.howarth@hsu.asn.au with subject line *NBMLHD Medical Recruitment*.

Not a member of the HSU? Now is time to join and have your say! You can join online at www.hsu.asn.au/join or call 1300 HSU NSW and join over the phone.

A union's effectiveness and negotiation power depends upon the strength and density of its membership base. Join your work colleagues today by becoming a member of the Health Services Union and help us continue to protect and improve your working life.

In unity,



Gerard Hayes
Secretary, HSU NSW/ACT/QLD



Nepean Blue Mountains Local Health District

Workforce Design and Consultation

Workforce Consultation Reporting line changes

December 2018

Version Control			
Date	Version Number	Changes Made	Name
27/11//2018	1	Draft	S Creaner

Nepean Blue Mountains Local Health District
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 PENRITH NSW 2751
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November, 2018

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1. Purpose

This paper outlines a proposed reporting line change to improve management support for senior and junior medical recruitment. The purpose of the concept paper is to undertake workforce consultation by seeking feedback from staff and union representatives on the proposed team structure. The design provides greater management support for senior and junior medical recruitment within the Workforce People and Culture (WPC) Directorate, Nepean Blue Mountains Local Health District (NBMLHD). The proposed change will be approached in line with the NBMLHD's commitment to staff engagement and effective union and staff consultation.

2. Background

In January 2018 an organisational restructure within the Workforce, People and Culture Directorate saw the amalgamation of senior and junior medical recruitment and medical workforce administration functions. It was expected that combining the junior and senior medical recruitment teams would provide efficiencies, however, this was not realised partly due to:

- Different recruitment processes are followed for junior and senior medical recruitment;
- Senior medical recruitment was moved to a different IT platform in October 2018;
- Processes are not well documented;
- There was a lack of management support for the junior and senior medical recruitment teams

In July 2018 the medical workforce team was merged with the general recruitment and systems and analytics teams. This was to provide additional management support to the medical recruitment processes, through the introduction of a recruitment manager, a recruitment team leader and the rostering team moving into the systems and analytics team under a dedicated manager. However, in practice, while the additional management support has been somewhat beneficial, it has not addressed the challenges introduced by bringing together the junior and senior medical recruitment activities into one team, progress to formalise processes is slow and the overall scope of the team has negated some of the benefits realised by the additional first line management support, due to the size of the combined Workforce Systems and Performance team.

There is a need to accelerate the development of documented process flows and procedures and improve the agility of the junior and senior medical recruitment teams.

The July restructure also resulted in two HM4 managers becoming affected due to the disestablishment of two roles within the structure. Closed merit recruitment to two new HM4 roles has not yet been undertaken. This has had a destabilising effect on the Workforce Systems and Performance team due to having a manager acting in the role over the past 5 months.

This concept paper outlines the case for change to the current organisation structure to improve the management support for the junior and senior medical recruitment deliverable.

3. Current Service Model

The Workforce Systems and Performance team currently encompasses the following specialist functions:

- Recruitment & Transactions (general)
- Junior Medical Recruitment
- Senior Medical Recruitment
- Credentialing
- Systems and Analytics
- Medical Workforce Administration
- Reception

4. Opportunity Identified

Change reporting lines to increase senior management support for the junior and senior medical recruitment delivery. Directly match affected HM4 managers from previous two restructures within the Workforce, People and Culture Directorate to available HM4 roles providing stability for the teams and individuals and self-managing the displaced employees.

This change process also provides opportunity to realign the Industrial Relations Specialist role to report directly to the Executive Director Workforce, People and Culture, given the strategic and political importance of this role.

5. Proposed Service Model

The junior medical recruitment and Medical Workforce Administration functions will be separated into a new JMO Workforce team, supported by a HM4 manager role.

The Workforce Systems and Performance team will encompass the following specialist functions going forward:

- Recruitment & Transactions (general)
- Senior Medical Recruitment
- Credentialing
- Systems and Analytics

The affected HM4 managers within Workforce, People and Culture will be directly matched to the available HM4 manager roles, providing stability to individuals and teams.

The vacant HM4 Lead HR Business Partner role will be transferred to enable the creation of the new Manager role for the JMO Workforce team.

Responsibility for Reception will be moved to the Executive Director's office.

The Industrial Relations Specialist will report directly to the Executive Director, Workforce, People and Culture.

The detailed changes are listed here (refer also to Attachment 1: Current Organisation Structure and Attachment 2: Proposed Organisation Structure).

- A JMO Workforce team will be created comprising the junior medical recruitment, pre vocation trainee and junior medical workforce advisory functions;
- Affected HM4 managers to be appointed to Manager, JMO Workforce and Manager Workforce Systems and Performance roles;
- There is a reporting line change for staff moving into the JMO Workforce team to the Manager, JMO Workforce;
- The Vacant Lead HR Business Partner (HM4) role will be transferred;
- There will be no change of reporting line for senior medical recruitment, credentialing, recruitment and transactions and systems and analytics team members;
- The reporting line of the Receptionist will change to the Executive Director Workforce, People and Culture
- The reporting line of the Industrial Relations Specialist will change to the Executive Director Workforce, People and Culture

The proposed implementation date for this change is 9 December 2018.

6. Impact of Proposed Change and Potential Benefits

It is envisaged that the identified opportunity for service improvement will align with the benefits listed below. These benefits will be presented for consideration by union(s) and staff during consultation.

On Patients: Business as usual will continue during this transition and there will be no negative impact on patients. It is expected that overall patient services will be improved over time due to improvements in medical recruitment, ultimately improving support to our clinical management teams to undertake their work with our patients.

On Services: The purpose of this realignment is to realign roles to improve senior management support for junior and medical recruitment and ultimately result in a more agile service delivery.

On Finances: There is no impact on budget as a result of the proposed changes.

7. Proposed Affected Positions

The opportunity identified for service improvement in this workforce consultation paper will not result in any job losses and will result in two affected staff being directly matched to available positions.

A position which may be affected by this concept is the vacant Lead HR Business Partner role that is being disestablished.

8. Workforce Consultation and Implementation Plan

The workforce consultation process will be undertaken in accordance with *Table 1: Workforce Consultation and Implementation Plan* (below). This process will entail consultation with relevant union representatives and staff on the concept identified for service improvement, where required the process may be repetitious.

Support available for staff will include:

- Individual discussion with the affected employees providing clarity about the impact of the changes as soon as is possible during the process;
- Consultation will be conducted with staff and relevant unions on ways to minimise the effects of the change;
- Support and assistance through the process from the relevant directorate line management with human resource services support to line managers if required.
- Employee Assistance Program including face-to-face counselling is available to all staff.

Engagement with participating unions will be encouraged throughout the consultation process.

Table 1: Workforce Consultation and Implementation Plan

Consultation Step	Communication Tool	Responsible	Date
1. Initial union consultation	Letter to union to introduce identified opportunity and documentation.	A/Director WPC	3/12/2018
2. Initial staff consultation	Letter to Staff to introduce identified opportunity. Staff meeting to discuss the identified opportunity and proposed consultation plan.	A/Director WPC	3/12/2018 W/- 3/12/2018
3. Communication to staff unable to attend meetings (e.g. leave, including maternity leave) and commencement of consultation.	Letter to individual staff members with appropriate documentation, including support services available during consultation.	A/Director WPC	3/12/2018
4. Consultation period	Staff feedback to be invited throughout the week.	A/Director WPC; WPC Leadership Team	3/12/2018- 7/12/2018
5. Consultation period concludes and feedback considered by delegate What that means Management team will: Gather information, consider implications and industrial requirements,	Email to staff and unions advising that the initial consultation has closed and that feedback is being considered.	A/Director WPC	COB 7/12/2018

Consultation Step	Communication Tool	Responsible	Date
and decide on proposed preferred model.			
6. Implementation to commence	Email to all staff advising outcome of consultation process.	A/Director WPC	10/12/2018
7. New structure fully implemented	Directly matched employees to receive confirmation of appointment. Staff realignment undertaken in HR systems.	A/Director WPC	W/- 10/12/2018

10. Providing Feedback

Stakeholders are invited to provide feedback by 5 pm on Friday, 7 December 2018 about the change process. Feedback may be provided to Sandra Creaner, Acting Executive Director, Workforce, People and Culture, email: Sandra.Creaner@health.nsw.gov.au.

11. Attachments

The following attachments are included for consideration as part of our consultation process:

- Attachment 1: Current organisation structure
- Attachment 2: Proposed organisation structure
- Attachment 3: Draft role description Manager JMO Workforce
- Attachment 4: Draft role description Manager Workforce Systems and Performance


Endorsements

The following officer has **endorsed** this document for approval:

Name:			
Position:			
Signature:		Date:	

Approvals

The following officer has **approved** the Workforce Consultation paper

Name:	Kay Hyman		
Position:	Chief Executive, NBMLHD		
Signature:		Date:	3/12/18

Workforce Consultation Paper Contact Details

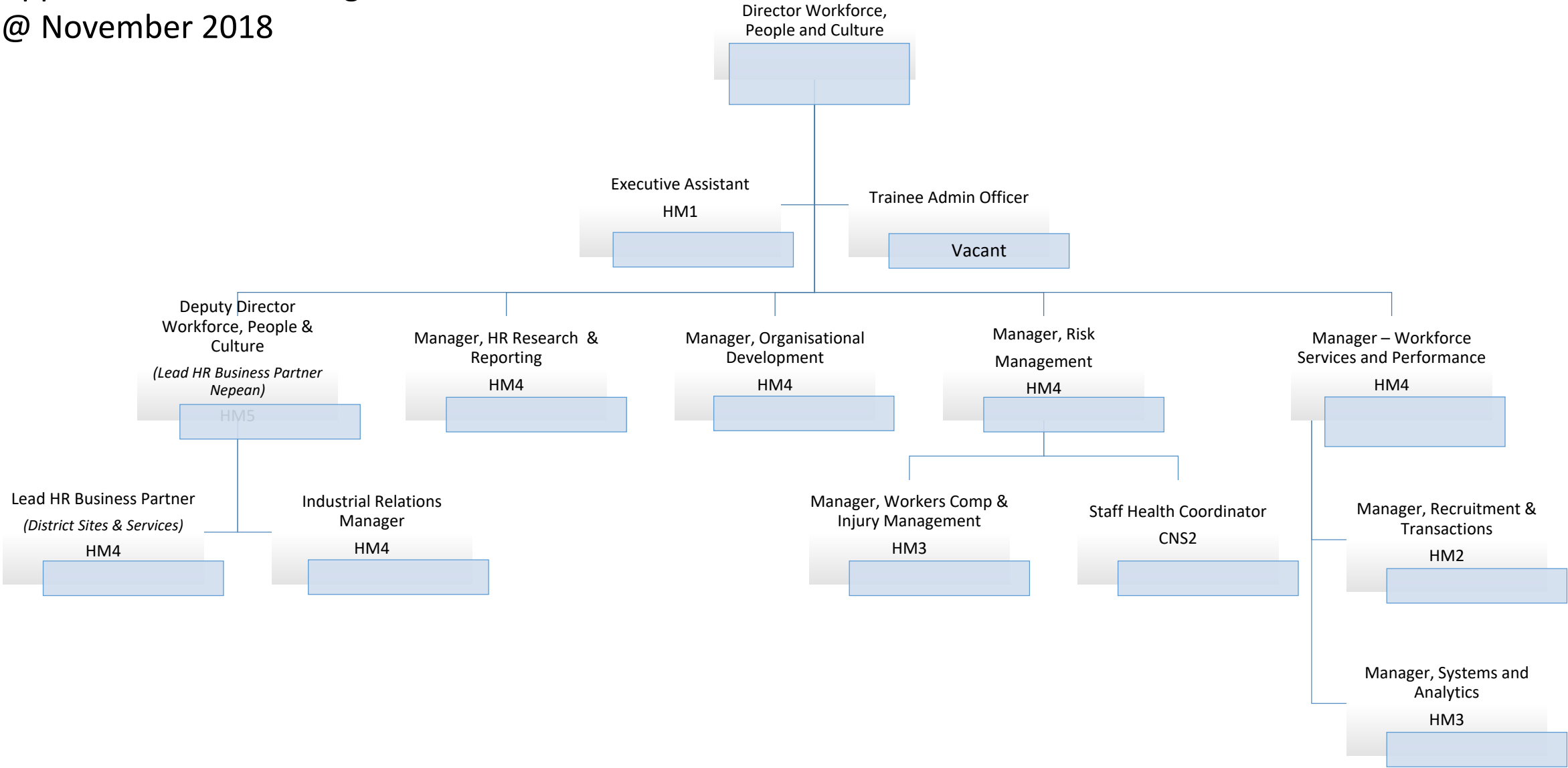
Owner:	Sandra Creaner, A/ Executive Director Workforce, People and Culture
Contact details:	Sandra.Creaner@health.nsw.gov.au
Division/Unit:	Workforce People and Culture NBMLHD
Document status:	Final

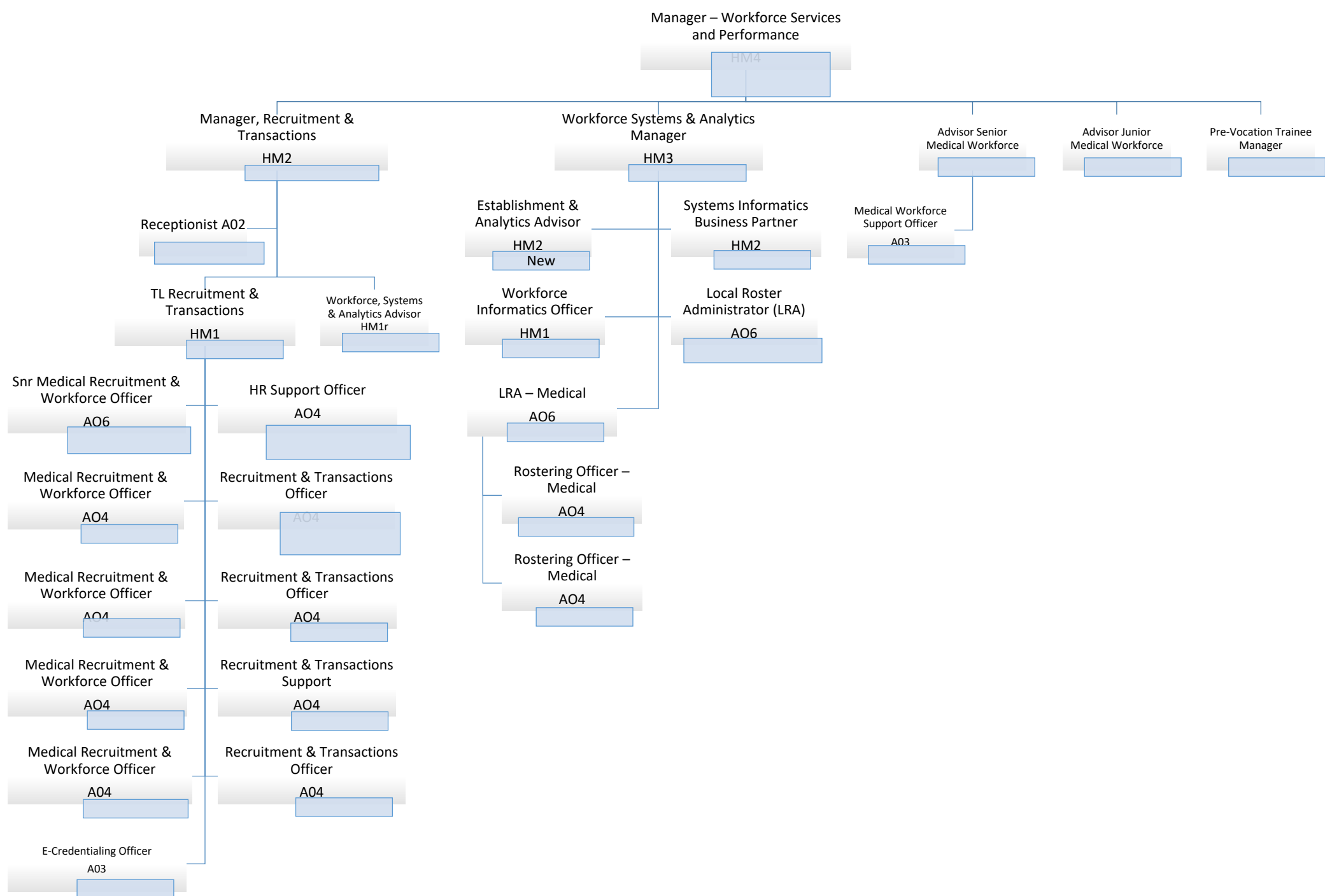
Version history

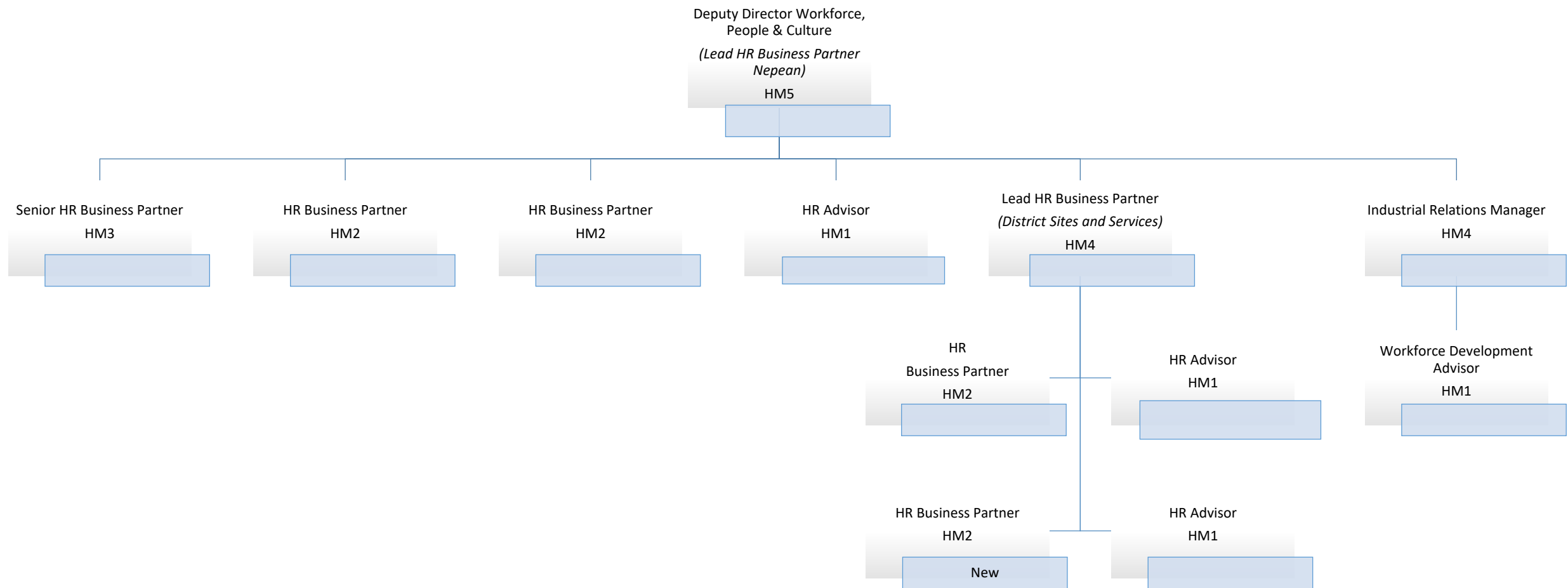
Version	Date	Changed by	Description
1	27/11/2018	S. Creaner	Initial draft
2	30/11/2018	S. Creaner	Final

Appendix 1: Current Organisation Structure

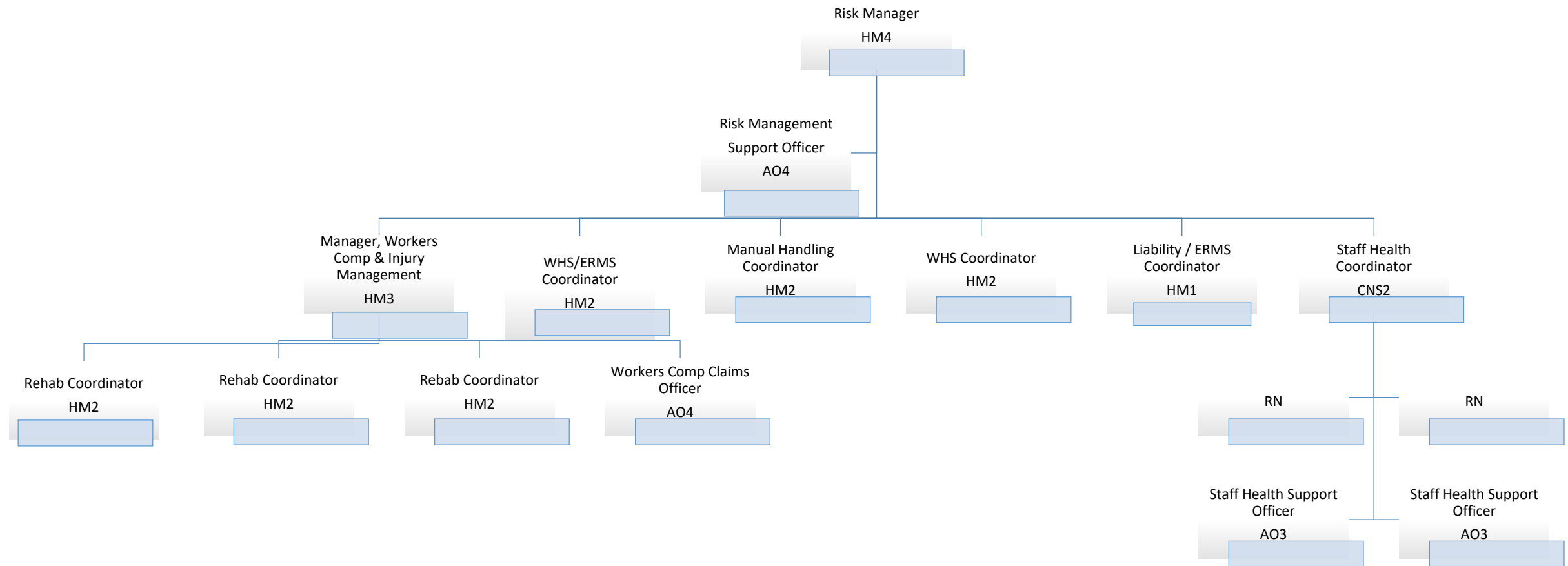
@ November 2018

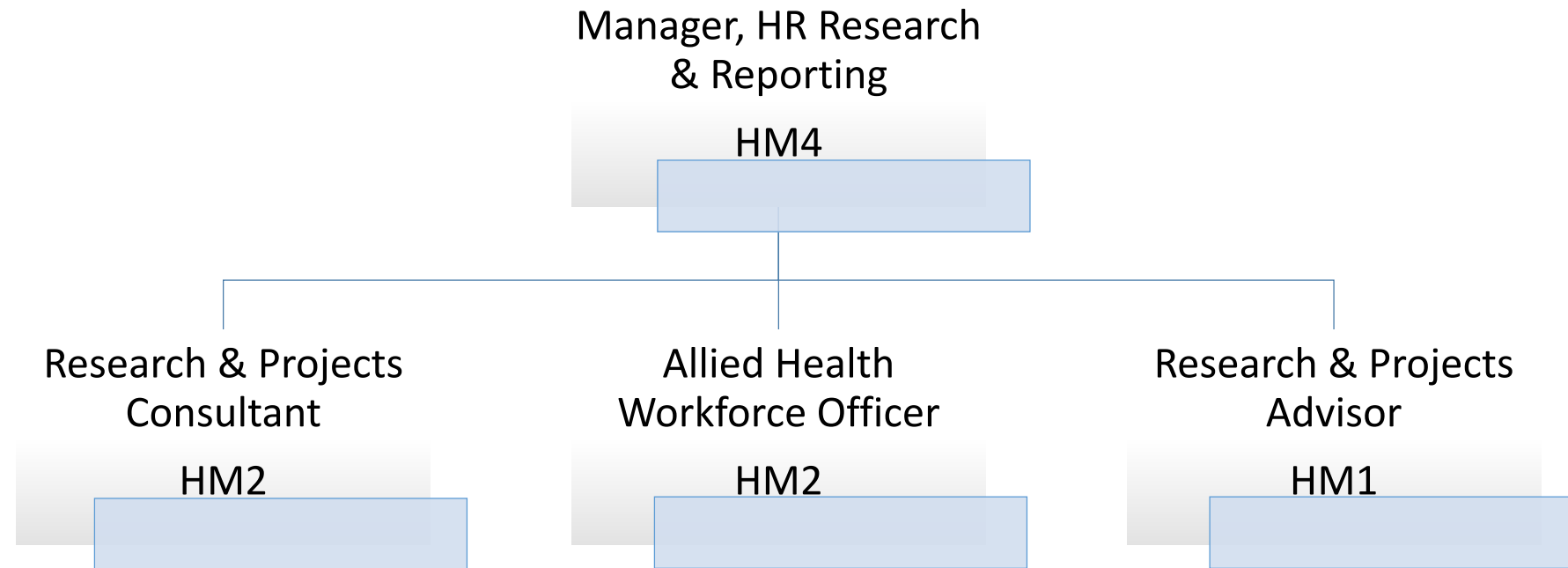






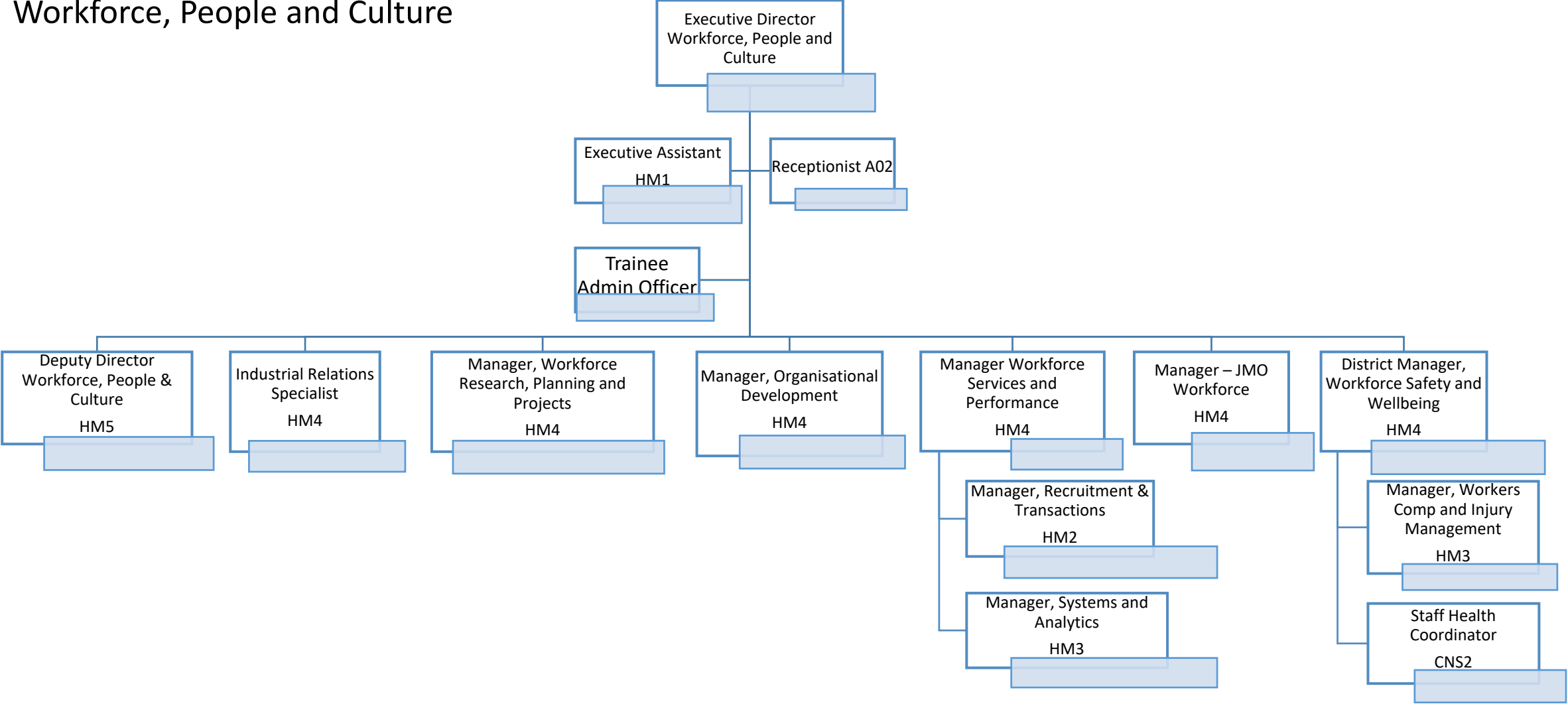




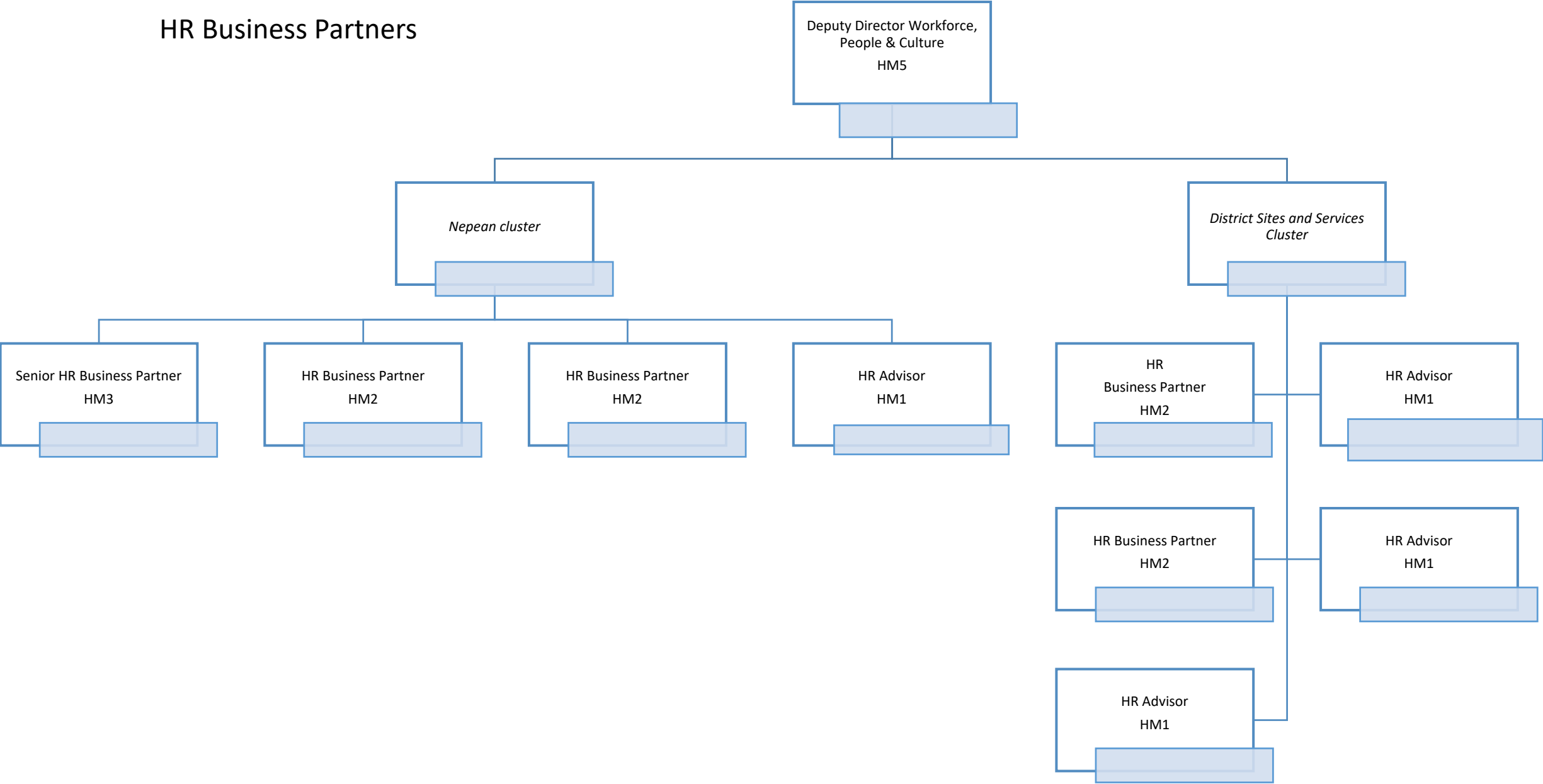


Appendix 2: Proposed Organisation Structure

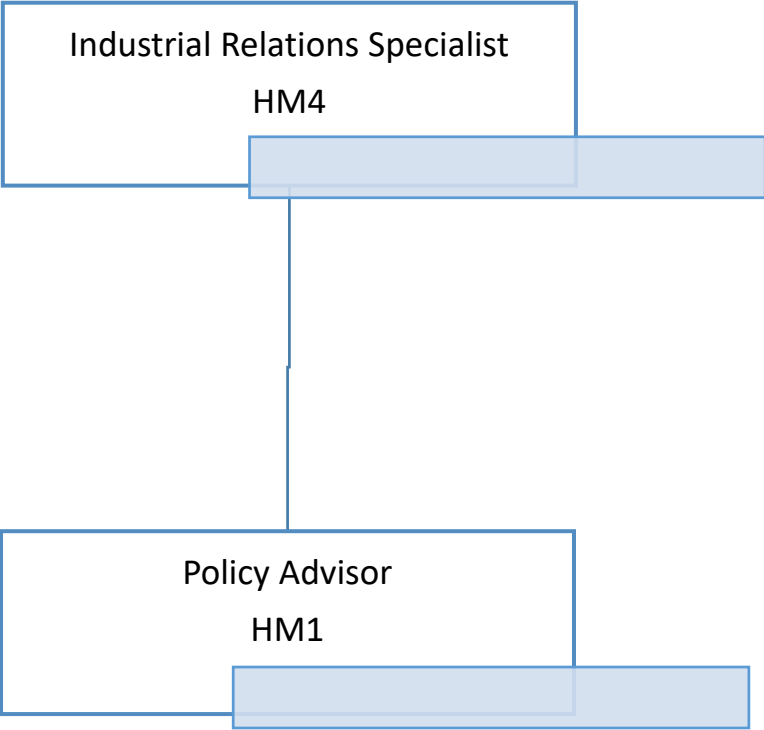
Workforce, People and Culture



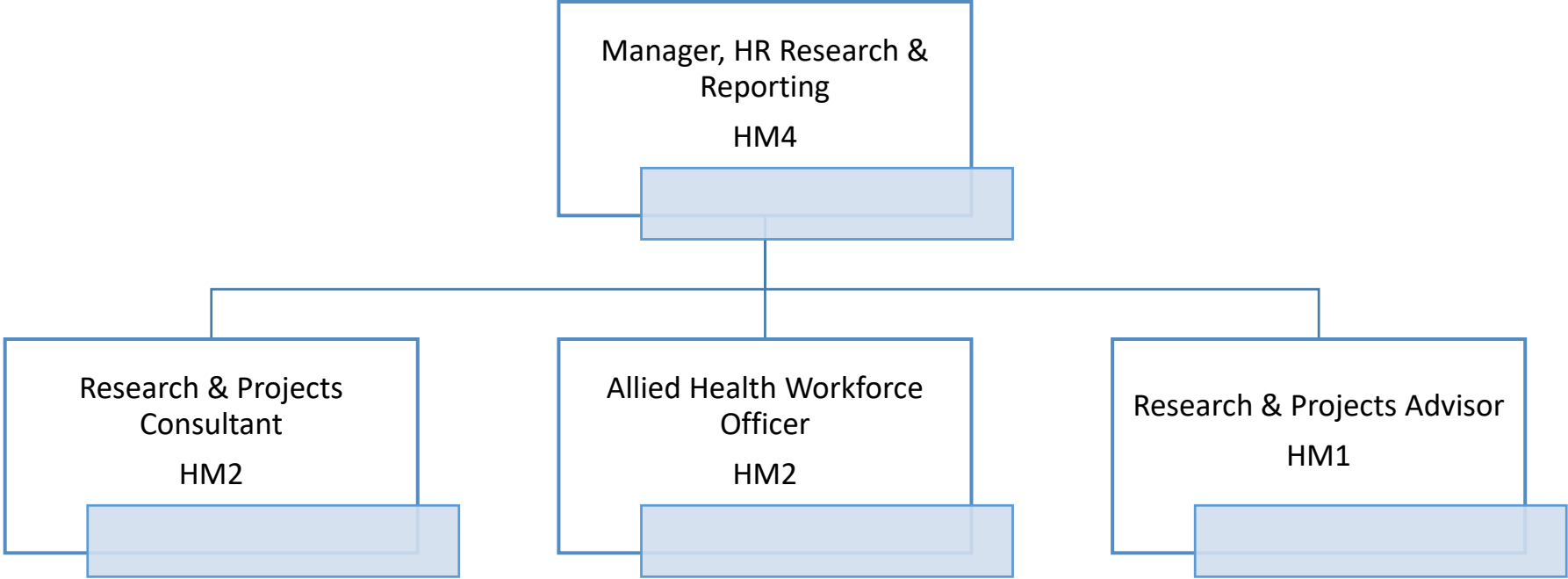
HR Business Partners



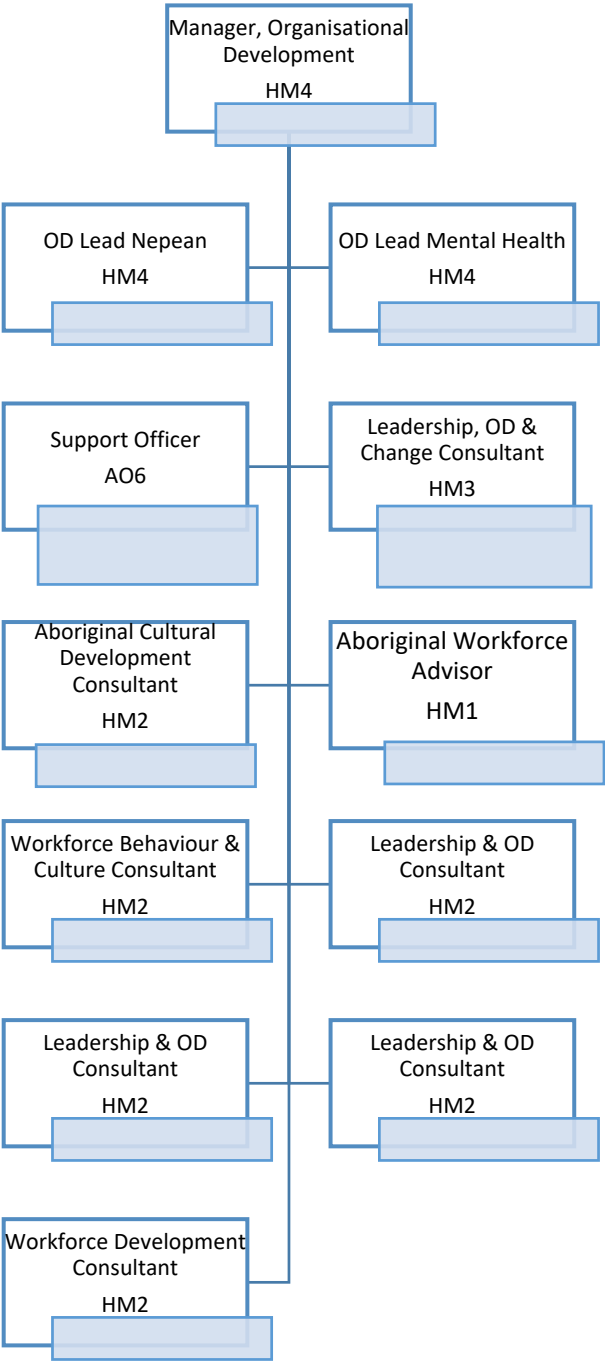
Industrial Relations



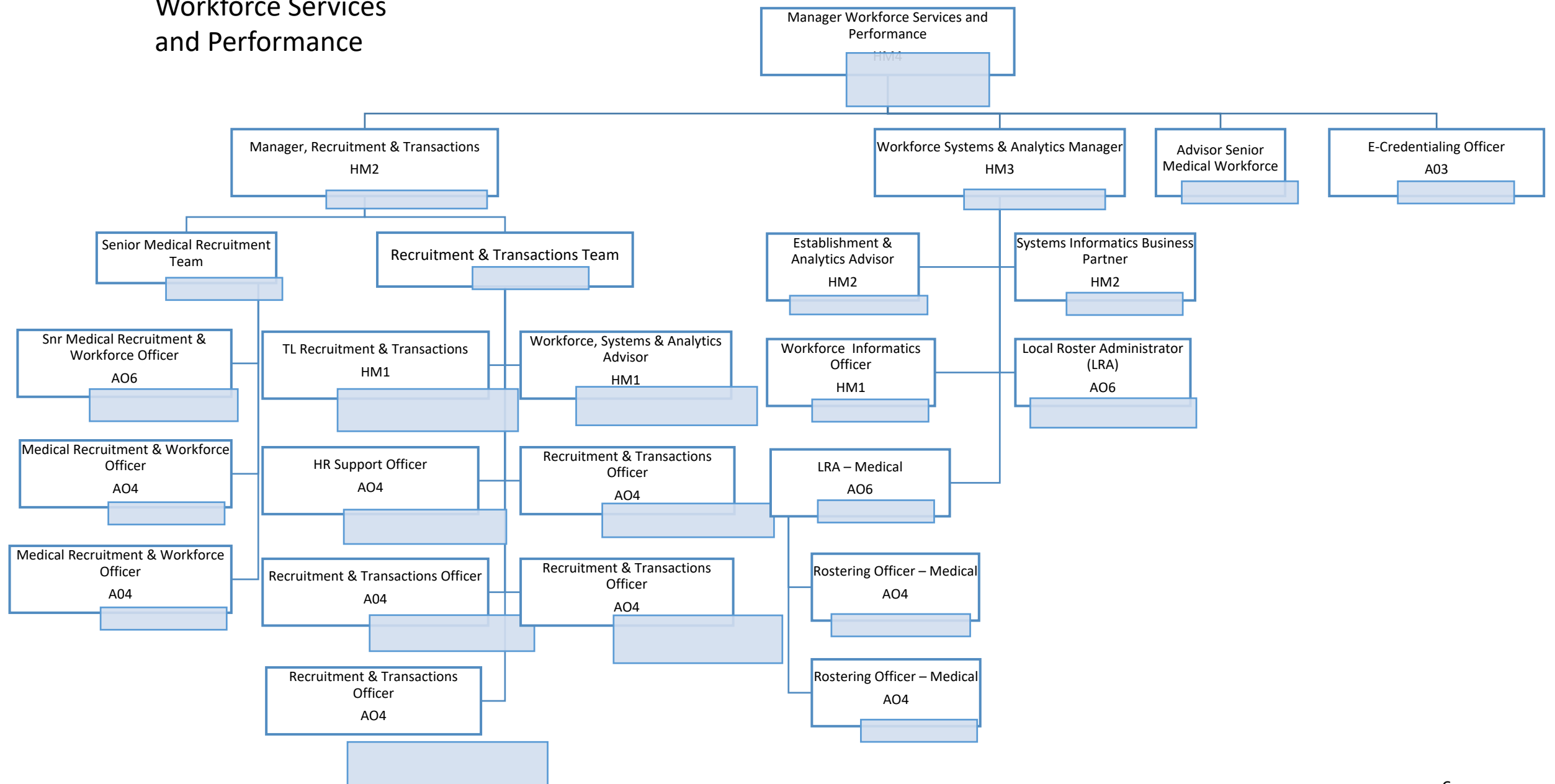
Workforce Research,
Planning and Projects



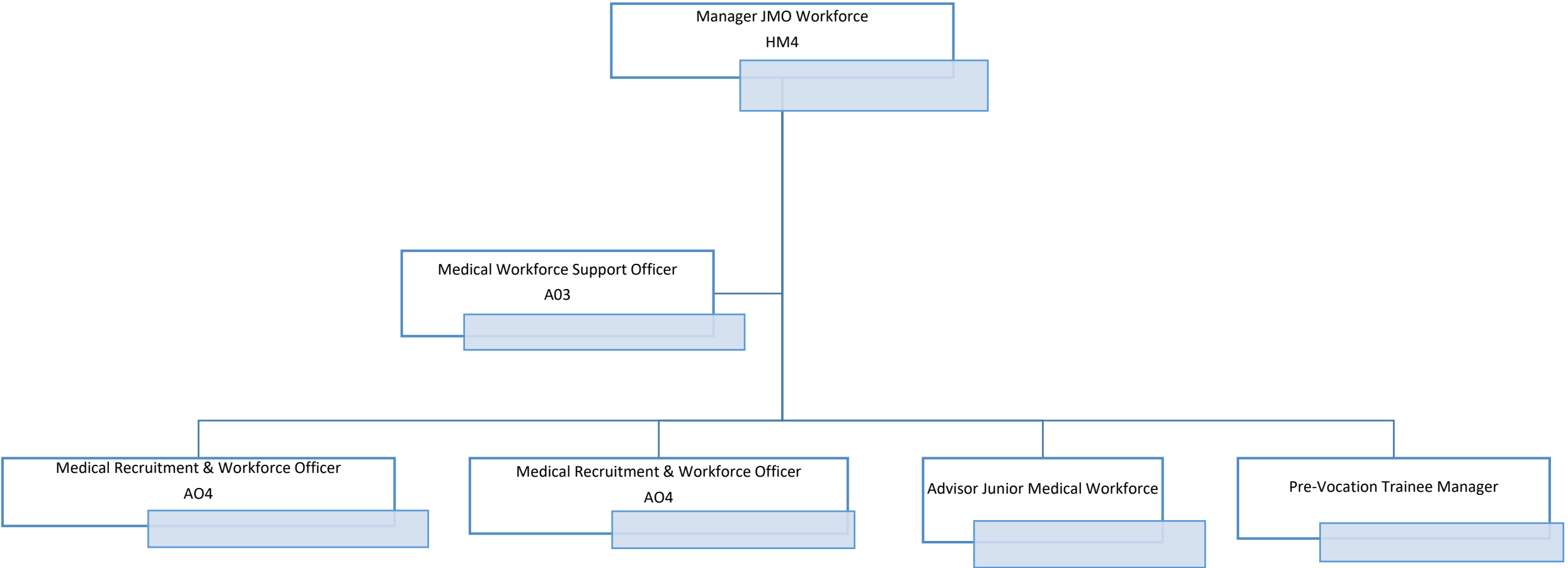
Organisational Development



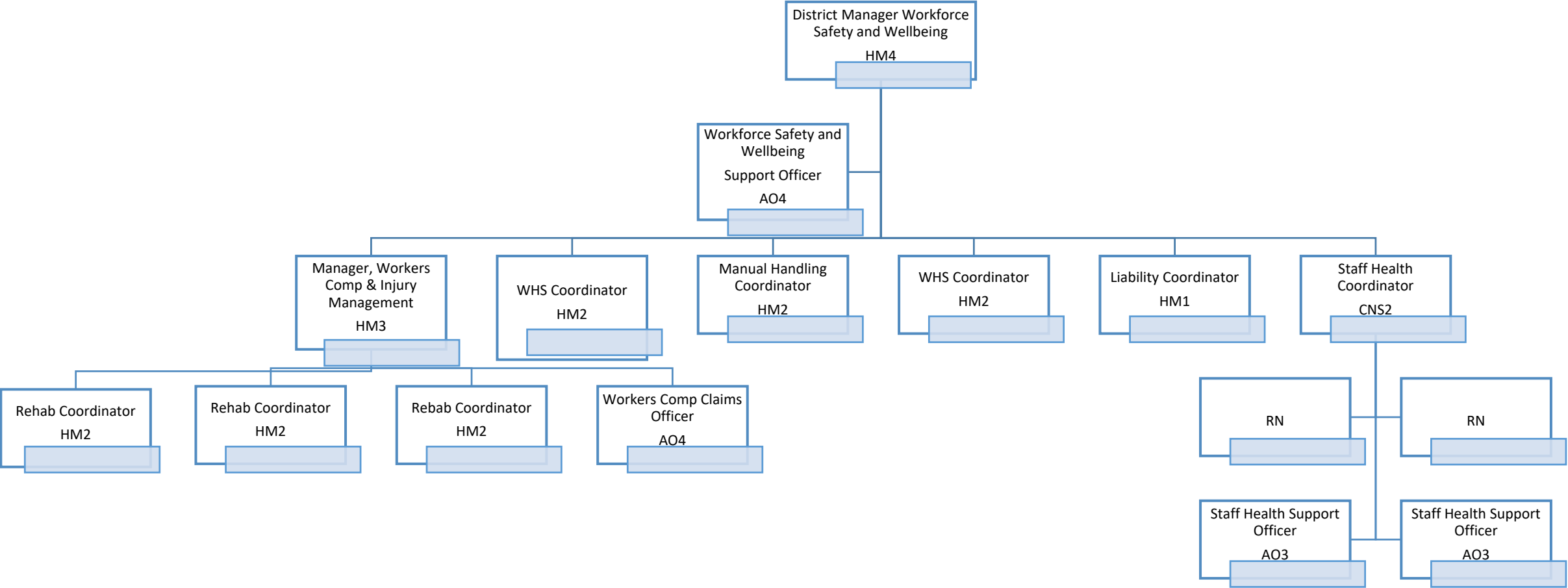
Workforce Services and Performance



JMO Workforce



Workforce Safety and Wellbeing



NEPEAN BLUE MOUNTAINS LOCAL HEALTH DISTRICT (NBMLHD)

POSITION DESCRIPTION TEMPLATE

(ROB COMPATIBLE)

KEY	
<div style="width: 20px; height: 15px; background-color: #002060; border: 1px solid black;"></div>	Section Heading
<div style="width: 20px; height: 15px; background-color: #FFA500; border: 1px solid black;"></div>	Section Description/tips
<div style="width: 20px; height: 15px; background-color: #ADD8E6; border: 1px solid black;"></div>	Sub Category Heading
<div style="width: 20px; height: 15px; background-color: #90EE90; border: 1px solid black;"></div>	Fields to be populated by author
<div style="width: 20px; height: 15px; background-color: #DDA0DD; border: 1px solid black;"></div>	Local fields (Local use only – not required for ROB)

Section 1- Role Details			
Does this role require Job Demands Checklist? (Yes/No)	Yes		
Select Local Health District or Health Agency (refer standard listing below)	NBMLHD		
Position Description Title (limit 200 characters)	Junior Medical Officer Workforce Manager		
Does this role require Multi-Award? (Yes/No)	NO		
Award	Health_Managers_State_Award		
Position Classification	Health Manager 4		
Job Category			
Job Classification			
Job Speciality			
Does this role require Senior Level Executive Standard (Yes/No)	NO		
Does this role manage or supervise others? (Yes/No)	YES		
Primary Purpose of the role (limit 4000 characters)	To provide leadership, high level advice and effective management of the non-specialist medical workforce covered by the Public Hospital Medical Officers (State) Award and the Public Hospital Career Medical Officers (State) Award in all aspects of HR Management including workforce planning, budgeting, recruitment, performance management, rostering and payroll functions.		
Position Number			
Cost Centre	CC Name	CC Number	% allocation
Organisation Unit	NBM DIST JMO Workforce 421086		
Location			
Facility	LHD 3701		
Reports To			
Registration/Licence Requirements	Nil		
Vaccination Category	B		
Employment Screening Check Requirements			
National Criminal Record Check (NRCC)?	Yes		
Working with Children Check (WCC)?	No		

Working with Aged Care Check?		No
Section 2 – Key Accountabilities		
<p>A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?" This is not a task list. They are overarching statements under which a number of tasks would sit Maximum of 12 key accountabilities (including the mandatory accountabilities)</p>		
<p>Standard Key Accountabilities (limit 4000 characters) <i>Note: These Accountabilities will be read only on the Requisition</i></p>		
1.	The JMOWM is responsible for planning, recruitment, human resources and payroll matters for all Junior Medical staff within the LHD. The Manager works closely with a range of senior clinicians, General Managers and Line managers and is required to build effective relationships with portfolio leadership teams, as well as a broad range of key stakeholders, team members and unions to ensure the delivery of contemporary, best practice people strategies.	
2	The JMOWM will work with the facility key stakeholders to develop systems for the analysis of medical workloads and review staff allocation to achieve safe working hours, assess the equity of workload distribution, and ensure safe hours are embedded in rostering practices throughout the facilities.	
3.	The position requires the development, implementation and evaluation of Local Health District workforce strategies to recruit and retain the appropriate numbers and mix of junior medical staff within Nepean Hospital, other LHD facilities and external secondment facilities to ensure the achievement of District and medical administration business plans.	
4.	Manage all financial requirements of the department, including monitoring the cost of the junior medical workforce, developing strategies to minimise expenditure while rostering safe work hours, recouping costs where appropriate and providing high level advice to the Hospital Executive and Divisional Managers.	
5.	Effectively manage all aspects of Prevocational Network 14, which includes Nepean, Blue Mountains and Hawkesbury hospitals. Allocate all prevocational training medical staff to terms on an annual basis and for subsequent changes to term allocation in line with shifting workforce priorities, vacancy management and patient safety.	
5.	Lead and manage the functions of the JMO Workforce Unit to ensure a professional, accountable service is provided to all customers and all administrative work is undertaken at high standards, while providing opportunities for ongoing staff development and career progression	
6.	Facilitate KPI reporting and data metric methodologies to monitor, evaluate and measure the effectiveness of key initiatives and performance best practices.	
7.	Negotiate Service Level Agreements (SLAs) and/or Memorandums of Understanding (MOUs) with external organisations where required for secondments or rotations	
8.	Build cultural change acceptance and commitment across the organisation to enhance the organisation's ability to meet the strategic vision and performance requirements of the LHD.	
<p>Additional Key Accountabilities (limit 4000 characters) <i>Note: These Accountabilities will be editable by Hiring Manager</i></p>		
1.		
2.		
3.		
Section 3 – Key Challenges		
<p>The Key Challenges should not restate the Key Accountabilities. We recommend not to have more than 2-3 ""Key Challenges"" in total. Write two or three sentence concise statements. Challenges are optional and can be left blank if there are no specific challenges identified (section limit 4000 characters)</p>		
1.	The development and implementation of organisational change strategies given the complexities, magnitude and environments within which Health functions and the continuing changes in the structure of the Health system.	
2.	Researching, advocating and implementing innovation and change in medical administration functions, policy and practice, given political, industrial and financial sensitivities and constraints.	
3.	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.	
Section 4 – “You’re working with”		

The key Internal / External stakeholders and customers the role is expected to interact with routinely, rather than periodically.				
Key Internal Relationships				
<i>Note: A maximum of three relationships are allowed</i>				
1.	Who? (limit 200 characters)	Executive Director Workforce, People & Culture	Why? (limit 200 characters)	Make recommendations with regard to developments, issues and opportunities in relation to JMO recruitment, services and strategy and assist in contributing to the development and achievement of the objectives set out in the JMO Workforce Business Plan and strategic direction of NBMLHD
2.	Who? (limit 200 characters)	District Director Medical Workforce Director Medical Workforce Nepean	Why? (limit 200 characters)	Partnering with leaders in developing and implementing strategic medical workforce solutions that align with business objectives to address key workforce challenges
3.	Who? (limit 200 characters)	Subject matter experts within WPC and the LHD	Why? (limit 200 characters)	Collaborate with specialist teams within WPC and the LHD to identify and drive improvements in the quality of service being delivered by WPC
Stakeholder Relationships:				
<i>Note: A maximum of two stakeholder relationships are allowed</i>				
Does this role routinely interact with external stakeholders? (Yes/No)			Yes	
Who? (limit 200 characters)			Unions, external tribunals, HETI	
Who? (limit 200 characters)				
Ministerial Relationship:				
Is this a Public Senior Executive Role which manages a relationship at the Ministerial level? (Yes/No)			No	
<i>Note: A maximum of two stakeholder relationships are allowed</i>				
Who? (limit 200 characters)				
Who? (limit 200 characters)				
Section 5 – Staffing/Responsible for				
Number of direct and indirect reports to position				
No. of direct reports			4	
No. of indirect reports			0	
Section 6 – Financial Delegation				
If selecting 'Other' then please specify the monetary value of the financial delegation (eg: \$5,000)				
As per delegation manual			As per delegation manual	
Other (specify monetary value)				
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. (Limit 4000 Characters)				
This position is required to work throughout the Nepean Blue Mountains Local Health District.				
Section 8 – Selection Criteria				
Please add all standard selection criteria in to the first Selection Criteria box.				

Should you wish to nominate additional Selection Criteria that are able to be used by Hiring Managers as a replacement for the standard selection criteria nominated above, please add a separate text box. Hiring Managers will not be able to exceed the 8 selection criteria limits in place.

**Standard Selection Criteria
(section limit 4000 characters)**

1.	Relevant tertiary qualifications in Health Management, Human Resources Management, Business, other relevant field and/or substantial experience in the management of junior medical staff in a large diverse service industry organisation.
2.	Demonstrated ability to lead and manage a professional team with a commitment to providing a high level of customer service to a wide range of stakeholders with respect to JMO recruitment, payroll and staffing tasks.
3.	Highly developed interpersonal communication, business acumen and consulting and negotiation skills with the proven capacity to provide authoritative advice and maintain appropriate and credible relationships at senior levels.
4.	Demonstrated experience in a medical workforce environment, developing and implementing strategic solutions that align with business objectives to address key workforce challenges in the medium to long term.
5.	Proven ability to apply knowledge of employment legislation, awards and agreements, policies and best practice to identify and resolve complex workforce issues.
6.	Demonstrated high level experience in the use of computer packages including email, spreadsheets, databases and word processing applications.
7.	

**Additional Selection Criteria
(section limit 4000 characters)**

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

**Section 9 – Other Requirements (Optional)
(Limit 4000 characters)**

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Note: A maximum of two questions are allowed

Questions		Answer	
Question 1 (limit 200 characters)		Yes	No
Question 2 (limit 200 characters)		Yes	No

Section 11 – Capabilities for the Role

Note: This section is optional for Non GSE roles and will be editable by Hiring Manager
The capabilities (i.e. the knowledge, skills and abilities) for the role are obtained from the NSW Public Sector Capability Framework and any relevant occupation specific capability set.

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

Select at least one Focus Capability from each Capability Group. A minimum of 4 and a maximum of 10 Focus Capabilities should apply to a role. If the role contains People Management capabilities, a minimum of 5 Focus Capabilities should apply.

Capability Group	Focus (Tick box)	Capability	Level - Foundational - Intermediate - Adept - Advanced - Highly Advanced
Personal Attributes	Y	Display Resilience and Courage	Highly Advanced
		Act with Integrity	Advanced
		Manage Self	Advanced
		Value Diversity	Adept
Relationships		Communicate Effectively	Advanced
		Commitment to Customer Service	Advanced
	Y	Work Collaboratively	Adept
		Influence and Negotiate	Advanced
Results	Y	Deliver Results	Adept
		Plan and Prioritise	Advanced
	Y	Think and Solve Problems	Advanced
		Demonstrate Accountability	Advanced
Business Enablers	Y	Finance	Advanced
		Technology	Adept
		Procurement and Contract Management	Adept
		Project Management	Adept

For roles required to manage or supervise others:

People Management	Y	Manage and Develop People	Adept
	Y	Inspire Direction and Purpose	Adept
	Y	Optimise Business Outcomes	Advanced
	Y	Manage Reform and Change	Advanced

Section 12 – Job Demands Checklist

Note: This section will be editable by Hiring Manager

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.

Job Demands Frequency Key

I = Infrequent	Intermittent activity exists for a short time on a very infrequent basis
O = Occasional	Activity exists up to 1/3 of the time when performing the job
F = Frequent	Activity exists between 1/3 and 2/3 of the time when performing the job
C = Constant	Activity exists for more than 2/3 of the time when performing the job
R = Repetitive	Activity involves repetitive movements
N = Not Applicable	Activity is not required to perform the job

Job Demands Checklist

Physical Demands

Type	Frequency
Sitting – remaining in a seated position to perform tasks	R
Standing – remaining standing without moving about to perform tasks	O
Walking – floor type: even / uneven / slippery, indoors / outdoors, slopes	O
Running – floor type: even / uneven / slippery, indoors / outdoors, slopes	N
Bend / Lean Forward from Waist – forward bending from the waist to perform tasks	F
Trunk Twisting – turning from the waist while sitting or standing to perform task	F
Kneeling – remaining in a kneeling posture to perform tasks	I

Squatting / Crouching – adopting a squatting or crouching posture to perform tasks	I
Leg / Foot Movement – use of leg and / or foot to operate machinery	I
Climbing (stairs / ladders) – ascend / descend stairs, ladders, steps	I
Lifting / Carrying – light lifting and carrying: 0 – 9 kg	I
Lifting / Carrying – moderate lifting and carrying: 10 – 15 kg	I
Lifting / Carrying – heaving lifting and carrying: 16 kg and above	N
Reaching – arms fully extend forward or raised above shoulders	I
Pushing / Pulling / Restraining – using force to hold / restrain or move objects toward or away from the body	I
Head / Neck Postures – holding head in a position other than neutral (facing forwards)	I
Hand & Arm Movements – repetitive movements of hands and arms	R
Grasping / Fine Manipulation – gripping, holding, clasping with fingers or hands	F
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	N
Driving – operating any motor powered vehicle	O
Sensory Demands	
Type	Frequency
Sight – using of sight is an integral part of work performance eg viewing of x-rays, computer screens	R
Hearing – use of hearing is an integral part of work performance eg telephone enquiries	C
Smell – use of smell is an integral part of work performance eg working with chemicals	N
Taste - use of taste is an integral part of work performance eg food preparation	N
Touch - use of touch is an integral part of work performance	N
Psychosocial Demands	
Type	Frequency
Distressed People – eg emergency or grief situations	I
Aggressive or Uncooperative People – eg drug / alcohol, dementia, mental illness	I
Unpredictable People – eg dementia, mental illness, head injuries	I
Restraining – involvement in physical containment of patients / clients	N
Exposure to Distressing Situations – eg child abuse, viewing dead / mutilated bodies	I
Environmental Demands	
Type	Frequency
Dust – exposure to atmospheric dust	O
Gases – working with explosive or flammable gases requiring precautionary measures	N
Fumes – exposure to noxious or toxic fumes	N
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	N
Hazardous Substances – eg dry chemicals, glues	N
Noise – environmental / background noise necessitates people raise their voice to be heard	I
Inadequate Lighting – risk of trips, falls or eyestrain	I
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	N
Extreme Temperatures – environmental temperatures are less than 15C or more than 35C	I
Confined Spaces – areas where only one egress (escape route) exists	N
Slippery or Uneven Surfaces – greasy or wet floor surfaces, ramps, uneven ground	I
Inadequate Housekeeping – obstructions to walkways and work areas cause trips and falls	I
Working at Heights – ladders / stepladders / scaffolding are required to perform tasks	N

Biological Hazards – eg exposure to body fluids, bacteria, infectious diseases	N
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Position Review Date	Reviewed By
30/11/2018	Sandra Creaner- A/Executive Director Workforce People and Culture

Local Health District and Health Agency Full Names

Acroynm	Full Name
ACI	Agency of Clinical Innovation
ANSW	NSW Ambulance
BHI	Bureau of Health Information
CI	Cancer Institute of NSW
CCLHD	Central Coast LHD
CEC	Clinical Excellence Commission
EHNSW	eHealth NSW
FWLHD	Far West LHD
HETISN	Health Education and Training Institute
HI	Health Infrastructure
HSSG	Health System Support Group
HSNSW	HealthShare NSW
HNELHD	Hunter New England LHD
ISLHD	Illawarra Shoalhaven LHD
JH&FMH	Justice Health & Forensic Mental Health
MNCLHD	Mid North Coast LHD
MoH	Ministry of Health
MLHD	Murrumbidgee LHD
NBMLHD	Nepean Blue Mountains LHD
NNSWLHD	Northern NSW LHD
NSLHD	Northern Sydney LHD
NSW Pathology	NSW Health Pathology
SESLHD	South Eastern Sydney LHD
Statewide	Statewide
SWSLHD	South Western Sydney LHD
SNSWLHD	Southern NSW LHD
SLHD	Sydney LHD
SCHN	Sydney Children's Hospitals Network
WNSWLHD	Western NSW LHD
WSLHD	Western Sydney LHD

NEPEAN BLUE MOUNTAINS LOCAL HEALTH DISTRICT (NBMLHD)

POSITION DESCRIPTION TEMPLATE

(ROB COMPATIBLE)

KEY

	Section Heading
	Section Description/tips
	Sub Category Heading
	Fields to be populated by author
	Local fields (Local use only – not required for ROB)

Section 1- Role Details			
Does this role require Job Demands Checklist? (Yes/No)	Yes		
Select Local Health District or Health Agency (refer standard listing below)	NBMLHD		
Position Description Title (limit 200 characters)	Manager, Workforce Services and Performance		
Does this role require Multi-Award? (Yes/No)	NO		
Award	Health_Managers_State_Award		
Position Classification	Health Manager 4		
Job Category			
Job Classification			
Job Speciality			
Does this role require Senior Level Executive Standard (Yes/No)	NO		
Does this role manage or supervise others? (Yes/No)	YES		
Primary Purpose of the role (limit 4000 characters)	<p>The primary objective of this position is to manage service delivery of key HR services to Facilities and Services across the Local Health District including general and senior medical recruitment, transactions, workforce data and analytics and rostering. This involves ongoing enhancement of transactional HR business systems (Stafflink, Health Roster, ROB. E-Credential), QlickView, processes and services ensuring a high quality service is provided that delivers against agreed performance indicators.</p> <p>The manager is responsible for continuous service improvement that is responsive to service needs, provides value for money, maximises productivity, and inspires customer confidence, with close consultation and collaboration between NBMLHD and HealthShare Services.</p>		
Position Number			
Cost Centre	CC Name	CC Number	% allocation
Organisation Unit	NBM DIST Workforce Services and Performance 410088		
Location	Station St Penrith		
Facility	LHD 3701		

Reports To	Executive Director Workforce People and Culture
Registration/Licence Requirements	Nil
Vaccination Category	B
Employment Screening Check Requirements	
National Criminal Record Check (NRCC)?	Yes
Working with Children Check (WCC)?	No
Working with Aged Care Check?	No
Section 2 – Key Accountabilities	
<p>A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?" This is not a task list. They are overarching statements under which a number of tasks would sit Maximum of 12 key accountabilities (including the mandatory accountabilities)</p>	
Standard Key Accountabilities (limit 4000 characters) <i>Note: These Accountabilities will be read only on the Requisition</i>	
1.	Provide advice and be the primary conduit in partnership to all levels of staff including the senior executive on recruitment (General and Senior Medical Workforce) advertising, rostering, Slink, workforce transactions and analytics within NBMLHD.
2	Develop, implement and maintain best practice procedures, both in terms of utilisation of HRIS (Stafflink), recruitment and workforce systems within NBMLHD in partnerships with HealthShare Services.
3.	Build effective relationships with District leadership teams, as well as a broad range of internal and external key stakeholders, team members and unions to ensure the delivery of contemporary best practice outcomes ensuring a sustainable culture of accountability, performance lead strategies, learning and improvement.
4.	Provide governance on recruitment and transactions, rostering, Stafflink and workforce systems to ensure adherence to policies, legislation and awards.
5.	Manage and facilitate the professional development of direct reports, fostering a culture of high performance, and an ability to be agile in both individual learning and the solving of complex matters for the LHD.
5.	Facilitate KPI reporting and data metric methodologies to monitor, evaluate and measure the effectiveness of key initiatives and performance best practices linked to strategic plans for the LHD and Ministry of Health.
6.	Lead and manage the functions of the Workforce Services and Performance Unit to ensure a professional, accountable service is provided to all customers and all administrative work is undertaken at high standards, while providing opportunities for ongoing staff development and career progression.
7.	Partner effectively with HealthShare and Ministry of Health teams to provide feedback and input from NBMLHD to ensure development of Statewide systems and processes meet the day to day operational needs of the Local Health District.
8.	
Additional Key Accountabilities (limit 4000 characters) <i>Note: These Accountabilities will be editable by Hiring Manager</i>	
1.	
2.	
3.	
Section 3 – Key Challenges	
<p>The Key Challenges should not restate the Key Accountabilities. We recommend not to have more than 2-3 ""Key Challenges"" in total. Write two or three sentence concise statements. Challenges are optional and can be left blank if there are no specific challenges identified (section limit 4000 characters)</p>	
1.	Demonstrate resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment.
2.	Establish business processes and practices for recruitment, rostering and HRIS that meets the needs of the NBMLHD within system limitations.

3.	Manage consultation, negotiations and cross sector partnership relationships on workforce and workforce system related issues with a wide range of stakeholders.			
Section 4 – “You’re working with”				
The key Internal / External stakeholders and customers the role is expected to interact with routinely, rather than periodically.				
Key Internal Relationships				
<i>Note: A maximum of three relationships are allowed</i>				
1.	Who? (limit 200 characters)	Executive Director Workforce, People & Culture	Why? (limit 200 characters)	Make recommendations with regard to developments, issues and opportunities in relation to general and senior medical recruitment and workforce data analytics services and strategy and assist in contributing to the development and achievement of the objectives set out in the WPC Business Plan and strategic direction of NBMLHD
2.	Who? (limit 200 characters)	District Director Medical Workforce Director Medical Workforce Nepean	Why? (limit 200 characters)	Partner with leaders in developing and implementing strategic medical workforce solutions that align with business objectives to address key workforce challenges
3.	Who? (limit 200 characters)	Subject matter experts within WPC and the LHD and external stakeholders	Why? (limit 200 characters)	Collaborate with specialist teams within WPC and the LHD to identify and drive improvements in the quality of service being delivered by WPC. Collaborate and work in partnership with Healthshare, HETI and other key stakeholders to produce quality outcomes.
Stakeholder Relationships:				
<i>Note: A maximum of two stakeholder relationships are allowed</i>				
Does this role routinely interact with external stakeholders? (Yes/No)			Yes	
Who? (limit 200 characters)			Unions, external tribunals, HealthShare, HETI, Ministry of Health	
Who? (limit 200 characters)				
Ministerial Relationship:				
Is this a Public Senior Executive Role which manages a relationship at the Ministerial level? (Yes/No) <i>Note: A maximum of two stakeholder relationships are allowed</i>			No	
Who? (limit 200 characters)				
Who? (limit 200 characters)				
Section 5 – Staffing/Responsible for				
Number of direct and indirect reports to position				
No. of direct reports			24	
No. of indirect reports				
Section 6 – Financial Delegation				
If selecting 'Other' then please specify the monetary value of the financial delegation (eg: \$5,000)				
As per delegation manual			As per delegation manual	
Other (specify monetary value)				
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. (Limit 4000 Characters)				

This position is required to work throughout the Nepean Blue Mountains Local Health District.

Section 8 – Selection Criteria

Please add all standard selection criteria in to the first Selection Criteria box.
Should you wish to nominate additional Selection Criteria that are able to be used by Hiring Managers as a replacement for the standard selection criteria nominated above, please add a separate text box. Hiring Managers will not be able to exceed the 8 selection criteria limits in place.

Standard Selection Criteria (section limit 4000 characters)

1.	Relevant tertiary qualifications in Health Management, Human Resources Management, Business, other relevant field and/or substantial experience in the management of junior medical staff in a large diverse service industry organisation.
2.	Demonstrated ability to lead and manage a professional team with a commitment to providing a high level of customer service to a wide range of stakeholders with respect to general and senior medical recruitment, transactions, workforce analytics, rostering and staffing tasks.
3.	Highly developed interpersonal communication, business acumen and consulting and negotiation skills with the proven capacity to provide authoritative advice and maintain appropriate and credible relationships at senior levels.
4.	Demonstrated experience in a recruitment and transactions environment, developing and implementing strategic solutions that align with business objectives to address key workforce challenges in the medium to long term.
5.	Proven ability to apply knowledge of employment legislation, awards and agreements, policies and best practice to identify and resolve complex workforce issues.
6.	Demonstrated high level experience in the use of computer packages including email, spreadsheets, databases and word processing applications.
7.	

Additional Selection Criteria (section limit 4000 characters)

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

Section 9 – Other Requirements (Optional) (Limit 4000 characters)

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Note: A maximum of two questions are allowed

Questions		Answer	
Question 1 (limit 200 characters)		Yes	No
Question 2 (limit 200 characters)		Yes	No

Section 11 – Capabilities for the Role

Note: This section is optional for Non GSE roles and will be editable by Hiring Manager
The capabilities (i.e. the knowledge, skills and abilities) for the role are obtained from the NSW Public Sector Capability Framework and any relevant occupation specific capability set.

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

Select at least one Focus Capability from each Capability Group. A minimum of 4 and a maximum of 10 Focus Capabilities should apply to a role. If the role contains People Management capabilities, a minimum of 5 Focus Capabilities should apply.

Capability Group	Focus (Tick box)	Capability	Level - Foundational - Intermediate - Adept - Advanced - Highly Advanced
Personal Attributes	Y	Display Resilience and Courage	Highly Advanced
		Act with Integrity	Advanced
		Manage Self	Advanced
		Value Diversity	Adept
Relationships		Communicate Effectively	Advanced
		Commitment to Customer Service	Advanced
	Y	Work Collaboratively	Adept
		Influence and Negotiate	Advanced
Results	Y	Deliver Results	Adept
		Plan and Prioritise	Advanced
	Y	Think and Solve Problems	Advanced
		Demonstrate Accountability	Advanced
Business Enablers	Y	Finance	Advanced
		Technology	Adept
		Procurement and Contract Management	Adept
		Project Management	Adept

For roles required to manage or supervise others:

People Management	Y	Manage and Develop People	Adept
	Y	Inspire Direction and Purpose	Adept
	Y	Optimise Business Outcomes	Advanced
	Y	Manage Reform and Change	Advanced

Section 12 – Job Demands Checklist

Note: This section will be editable by Hiring Manager

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.

Job Demands Frequency Key

I = Infrequent	Intermittent activity exists for a short time on a very infrequent basis
O = Occasional	Activity exists up to 1/3 of the time when performing the job
F = Frequent	Activity exists between 1/3 and 2/3 of the time when performing the job
C = Constant	Activity exists for more than 2/3 of the time when performing the job
R = Repetitive	Activity involves repetitive movements
N = Not Applicable	Activity is not required to perform the job

Job Demands Checklist

Physical Demands

Type	Frequency
Sitting – remaining in a seated position to perform tasks	R
Standing – remaining standing without moving about to perform tasks	O
Walking – floor type: even / uneven / slippery, indoors / outdoors, slopes	O
Running – floor type: even / uneven / slippery, indoors / outdoors, slopes	N

Bend / Lean Forward from Waist – forward bending from the waist to perform tasks	F
Trunk Twisting – turning from the waist while sitting or standing to perform task	F
Kneeling – remaining in a kneeling posture to perform tasks	I
Squatting / Crouching – adopting a squatting or crouching posture to perform tasks	I
Leg / Foot Movement – use of leg and / or foot to operate machinery	I
Climbing (stairs / ladders) – ascend / descend stairs, ladders, steps	I
Lifting / Carrying – light lifting and carrying: 0 – 9 kg	I
Lifting / Carrying – moderate lifting and carrying: 10 – 15 kg	I
Lifting / Carrying – heaving lifting and carrying: 16 kg and above	N
Reaching – arms fully extend forward or raised above shoulders	I
Pushing / Pulling / Restraining – using force to hold / restrain or move objects toward or away from the body	I
Head / Neck Postures – holding head in a position other than neutral (facing forwards)	I
Hand & Arm Movements – repetitive movements of hands and arms	R
Grasping / Fine Manipulation – gripping, holding, clasping with fingers or hands	F
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	N
Driving – operating any motor powered vehicle	O
Sensory Demands	
Type	Frequency
Sight – using of sight is an integral part of work performance eg viewing of x-rays, computer screens	R
Hearing – use of hearing is an integral part of work performance eg telephone enquiries	C
Smell – use of smell is an integral part of work performance eg working with chemicals	N
Taste - use of taste is an integral part of work performance eg food preparation	N
Touch - use of touch is an integral part of work performance	N
Psychosocial Demands	
Type	Frequency
Distressed People – eg emergency or grief situations	I
Aggressive or Uncooperative People – eg drug / alcohol, dementia, mental illness	I
Unpredictable People – eg dementia, mental illness, head injuries	I
Restraining – involvement in physical containment of patients / clients	N
Exposure to Distressing Situations – eg child abuse, viewing dead / mutilated bodies	I
Environmental Demands	
Type	Frequency
Dust – exposure to atmospheric dust	O
Gases – working with explosive or flammable gases requiring precautionary measures	N
Fumes – exposure to noxious or toxic fumes	N
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	N
Hazardous Substances – eg dry chemicals, glues	N
Noise – environmental / background noise necessitates people raise their voice to be heard	I
Inadequate Lighting – risk of trips, falls or eyestrain	I
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	N
Extreme Temperatures – environmental temperatures are less than 15C or more than 35C	I
Confined Spaces – areas where only one egress (escape route) exists	N
Slippery or Uneven Surfaces – greasy or wet floor surfaces, ramps, uneven ground	I

Inadequate Housekeeping – obstructions to walkways and work areas cause trips and falls	I
Working at Heights – ladders / stepladders / scaffolding are required to perform tasks	N
Biological Hazards – eg exposure to body fluids, bacteria, infectious diseases	N

Position Review Date	Reviewed By
	Sandra Creaner- A/Executive Director Workforce People and Culture

Local Health District and Health Agency Full Names

Acronym	Full Name
ACI	Agency of Clinical Innovation
ANSW	NSW Ambulance
BHI	Bureau of Health Information
CI	Cancer Institute of NSW
CCLHD	Central Coast LHD
CEC	Clinical Excellence Commission
EHNSW	eHealth NSW
FWLHD	Far West LHD
HETISN	Health Education and Training Institute
HI	Health Infrastructure
HSSG	Health System Support Group
HSNSW	HealthShare NSW
HNELHD	Hunter New England LHD
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