

## **NBMLHD: Proposed Restructure Workforce, People and Culture Directorate**

Dear Member,

Attached is correspondence the HSU has received from Nepean Blue Mountains Local Health District regarding a proposed restructure of the Workforce, People and Culture Directorate.

### **Member feedback requested**

The HSU industrial team is currently reviewing the potential impacts of the proposed restructure 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 5 February 2019. You can submit it by email to [brendan.edghill@hsu.asn.au](mailto:brendan.edghill@hsu.asn.au) with subject line *NBMLHD People & Culture*.

### **HSU organiser and sub-branch involvement**

Your HSU organiser will be visiting your workplace shortly and convening a meeting to discuss the matter with affected employees. The HSU is also seeking expressions of interest from members to be part of the consultative process as a workplace delegate in any upcoming USCC meetings regarding this proposal. The most effective way to deal with these kinds of proposals is by taking into account the concerns of the group, agreeing on a way forward and presenting that united position to management.

Please distribute this newsletter to your work colleagues for their information and comments and encourage them to attend the meeting.

**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](http://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



**Health**  
Nepean Blue Mountains  
Local Health District

# **Nepean Blue Mountains Local Health District**

## **Workforce Design and Consultation**

### **Workforce Consultation (Concept Phase) Proposed organisation redesign of Junior and Senior Medical Workforce Units**

January 2019

<b>Version Control</b>			
Date	Version Number	Changes Made	Name
10/01/19	0.1	Draft	Fiona Bryant and Sally Sammut
18/01/19	1.0	Final	Fiona Bryant and Sally Sammut

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November, 2016

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## 1. Purpose

This paper outlines a concept in relation to an identified opportunity for service improvement. The purpose of the concept paper is to undertake workforce consultation and seek feedback from staff and union representatives on a proposed service improvement initiative to enhance service provision relating to Senior and Junior Medical Professionals by 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

The NBMLHD Quinquennium Review recommended that a review of structures, roles and staffing levels within the Senior Medical Recruitment Team was undertaken. There was opportunity to improve service provision to our medical workforce, developing teams as subject matter experts in each of the specialist fields of junior and senior medical workforce administration. Currently the small team sizes, lack of specialised team managers and high work volume currently impacts the ability of the junior and senior medical workforce teams to provide consistent service provision.

In December 2018, a change to the management structure and reporting lines was approved for the Workforce Services and Performance Unit. A separate JMO Workforce Unit was also established.

The managers of the JMO Workforce Unit and the Manager, Workforce Services and Performance were tasked with the review of current medical workforce team structures to ensure the teams are optimised to meet current and future activity.

## 3. Current Service Model

The Senior Medical Recruitment Team is a specialised team that currently reports to the Manager, Workforce Services and Performance, refer to Attachment 1- Current Organisation chart description. The team consists of the following positions;

- Snr Medical Recruitment and Workforce Officer AO6
- Medical Recruitment and Workforce Officer AO4 x 2
- Advisor Senior Medical Workforce HM1
- Medical Workforce Data Officer AO3

The Junior Medical Workforce Team is a specialised team that currently reports to the Junior Medical Workforce Manager, refer to Attachment 1- Current Organisation chart description. The team consist of the following positions;

- Medical Workforce Support Officer AO3
- Junior Medical Workforce Advisor HM1
- Medical Pre-Vocational Trainee Manager HM1
- Medical Recruitment and Workforce Officer AO4 x 2

Functional management and quality control has been provided by the Recruitment and Transactions Team Leader to both the JMO and SMO team. This arrangement has heavily impacted on the capacity of this position to provide the required support to the Recruitment and Transactions Manager and team.

The JMO and SMO teams process a high volume of work which is comparative to the Recruitment and Transactions Team without having the same level of support or staffing built into their structures.

#### 4. Opportunity Identified

The proposed structure for the Senior Medical Team reporting to the Manager, Workforce Services and Performance is:

- Manager, Senior Medical Workforce HM2
- SMO Recruitment and Transactions Officer\* AO4 x 3
- Medical Workforce Data Officer AO3

The proposed structure for the Junior Medical Workforce Team reporting to the Junior Medical Workforce Manager is:

- JMO Manager HM1
- Junior Medical Recruitment and Transactions Manager HM2
- JMO Recruitment and Transactions Officer\* AO4 x 3
- Medical Workforce Support Officer AO3

\*Change of name only from Medical Recruitment and Workforce Officer to reflect new team structures and align with the general recruitment team. Existing role and responsibilities are unchanged.

The Manager role in the general Recruitment and Transactions team is integral to that team's efficient and high quality service provision. The Manager's primary function is:

- Ensuring processes are well defined and documented and are communicated to the team and LHD Managers;
- Provide training and quality review for the Recruitment and Transactions team;
- Facilitate the implementation of new IT systems;
- Manage key relationships with clinical leaders, managers and external bodies;
- Ensure appropriate governance of the recruitment and transactions process and systems;
- To be the subject matter expert on all matters pertaining to recruitment and transactions;
- Identify and establish key performance indicators and report on the workflow of key recruitment and transactions functions.

The opportunity available is to replicate this manager role in the Senior and Junior Medical teams to leverage the benefit this role provides to the recruitment function.

The currently titled Advisor Senior Medical position was implemented to support the medical credentialing function and develop processes, workflows and procedures for the senior medical recruitment and transactions functions. However, in practice over the past 12 months, as a result of the significant amount of clerical administration associated with MDAAC, the position has been performing transactional administration functions. The Advisor Junior Medical role was implemented to support bulk recruitment and pastoral care of PGY3 and above junior doctors and develop processes, workflows and procedures for the junior medical recruitment and transactions functions. However, in practice over the past 12 months, as a result of the high workload in relation to the recruitment of junior medical staff, the position has been performing transactional processing consistent with JMO Recruitment and Transaction officer roles for a significant proportion of the allocated FTE. It is proposed the new manager positions, which will provide subject matter expertise in these specialist

recruitment and transaction teams, will assume responsibility for the development of documented processes, workflows and procedures and management of bulk and ad hoc recruitment processes. The JMO Manager role will support pastoral care of all JMOs and CMOs going forward. Consequently it is proposed the Advisor Senior Medical and Advisor Junior Medical roles are disestablished.

In the past, under different team structures, the Senior Medical Recruitment and Workforce Officer role was a standalone recruitment and transactions role taking direction from the District Director Medical Services and later Health Manager 4 roles, that developed into a de facto team leader position for a short period of time as SMO Recruitment and Transaction Officers were added to the team. Over the past six months team leadership has been assumed by the Team Leader, Recruitment and Transactions and there is no differentiation in the day to day duties and expectations of the Senior Medical Recruitment and Workforce Officer and SMO Recruitment and Transaction Officer roles. Consequently it is proposed the Senior Medical Recruitment and Workforce Officer role is disestablished. The addition of the new manager positions will free up the Team Leader, Recruitment and Transactions to focus on the general recruitment activity the role was implemented to support.

The experience over the last twelve months has demonstrated that there is a need for additional transactional processing capacity within both the junior and senior medical recruitment and transaction teams. Consequently it is proposed that the FTE of both the JMO Recruitment and Transactions Officer and SMO Recruitment and Transaction Officer roles be increased by 1 FTE (Junior) and 1.42 FTE (Senior) to support improved processing times, efficiency, quality, accuracy and customer satisfaction.

In an unrelated change there is opportunity to change the reporting line structure of the rostering function to report to the Reporting Systems Manager instead of the Workforce Systems and Analytics Manager. This change will improve functional management and create an alignment between the subject matter expert and the staff that are currently performing the function of management and data entry into Healthroster. This change has previously been incorporated into the position description of the Reporting Systems Manager and was graded based on these management responsibilities, however, the change was not made operational in previous changes to structures within WPC.

The Workforce Systems and Analytics Advisor role within the Recruitment and Transactions team reflects recent attempts to refocus this role to support the current needs of the business. There have been several attempts to differentiate the expectations of this role, with a focus on development of subject matter expertise in Stafflink. Staff knowledge and experience with Stafflink has grown since the system was implemented and the requirement for a standalone subject matter expert is no longer evident. The role was integral to the implementation process of Stafflink as a subject matter expert, now with established practices and experienced users the tasks of the role have diminished and there is capacity to reassign the performed tasks to other positions within the structure. The differentiation between the Workforce Systems and Analytics Advisor role and the Recruitment and Transaction Officer role is no longer evident. Consequently this role will be disestablished. There should be no impact as a result of this change due to the number of staff who now experienced users of Stafflink. The current workload assigned to this role should be absorbed within the current staffing of the Recruitment and Transactions team, with a staff member whose role has not been backfilled due to return from secondment in the near future.

## 5. Proposed Service Model

The detailed changes are listed below;

- The Advisor Junior Medical Workforce role will be disestablished
- The Advisor Senior Medical Workforce role will be disestablished
- The Senior Medical Recruitment and Workforce Officer role will be disestablished
- The Workforce Systems & Analytics Advisor position will be disestablished (currently reporting to the Manager Recruitment and Transactions)
- A Manager Senior Medical Workforce will be created to support the recruitment and transaction team and the Data Officer Role managing workforce related matters associated with the Senior Medical Workforce including credentialing
- A Junior Medical Recruitment and Transactions Manager will be created supporting the recruitment and transactions team in processing adhoc and bulk recruitment including all rotations and invoicing.
- An additional 1.42 FTE AO4 position will be created to support the Senior Medical Recruitment and Transactions Team
- An additional 1FTE AO4 position will be created to support the Junior Medical Recruitment and Transactions Team
- Reporting line change for the Healthroster team to report directly to the Reporting Systems Manager.

Junior Medical Workforce will be located in Nepean One based at Nepean Campus, enhancing accessibility for divisional managers, junior medical professionals, and administrative staff who routinely liaise and assist junior medical professionals working within NBMLHD.

The Senior Medical Recruitment and Transactions team will continue to be located at Station Street, within the Workforce Services and Performance Team.

Relocating the Junior Medical recruitment and transactions functions to collocate with the Junior Medical Workforce Unit at Nepean Campus, provides opportunity for increased specialist support and guidance relating to JMOs.

The proposed implementation date for this change is 8<sup>th</sup> April 2019.

## 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 improved synchronisation and collaborative working across the LHD, 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 and responsibilities, create subject matter teams, develop skills and capability.

**On Finances:** Existing resources will be utilised and role defined. The newly created roles will be funded via offset in the disestablishment of the 4FTE noted above.

## Proposed Affected Positions

The opportunity identified for service improvement in this workforce consultation paper will result in the disestablishment of 4 FTE.

Depending on feedback received during consultation, the scope of the affected positions may change. Positions which may be affected by this concept include the following, substantively held roles being disestablished:

- Senior Medical Recruitment and Workforce Officer, Administration Officer Level Six
- Advisor Senior Medical Workforce, Health Manager Level One
- Advisor Junior Medical Workforce, Health Manager Level One
- Workforce Systems & Analytics Advisor, Health Manager Level One

These positions will be included in the consultation process.

## 7. Workforce Consultation Plan

The workforce consultation process will be undertaken in accordance with *Table 1: Workforce Consultation 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.

## 8. Engaging and supporting staff

- All staff will be given an opportunity to participate in the consultation. As part of the consultation process, staff forums/workshops will take place with impacted staff. These staff will be encouraged and supported by their managers, and will be allowed sufficient time and resources to actively participate in the consultation process.
- Engagement with participating unions will be encouraged throughout the consultation process.

***Table 1: Workforce Consultation Plan***



Consultation Step	Communication Tool	Responsible	Date
1. Initial Meeting with affected staff	Individual meetings with affected staff advising them of the proposal and providing relevant support	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	21 January 2019
2. Initial union consultation	Letter to union to introduce identified opportunity and documentation.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	21 January 2019
3. Initial staff consultation	Letter to Staff to introduce identified opportunity. Staff meeting to discuss the identified opportunity and proposed consultation plan.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	21 January 2019
4. Communication to staff unable to attend meetings (eg leave, including maternity leave) and commencement of consultation.	Letter to individual staff members with appropriate documentation, including support services available during consultation.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	21 January 2019
5. Consultation period (minimum of 2 weeks).	Staff forums and feedback sessions to be held over minimum of 2 weeks period.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	4 February 2019
6. Consultation period concludes and feedback considered by delegate. <b>What that means</b> Management team will: Gather information, consider implications and industrial requirements, and decide on proposed preferred model.	Email to staff and unions advising that the initial consultation has closed and that feedback is being considered.		W/ 4 February 2019

Consultation Step	Communication Tool	Responsible	Date
7. Proposed Business Case for Change developed for approval.	Proposed Business Case for Change, incorporating finalised service model and proposed implementation plan, developed and submitted for delegate approval. Where appropriate, information about the proposed Business Case for Change will be submitted to the Joint Consultation Committee (JCC), as part of the consultation process.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	W/-11 February 2019
8. Second consultation period begins on proposed implementation plan (minimum of 1 week)	Staff forum to be held by A/Director WPC and proposed implementation plan presented to staff for feedback over a minimum of a one week period.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	w/- 18 February 2019
9. Second Consultation period concludes all feedback considered.	Email to staff and unions advising that service model consultation has closed, includes details of finalised implementation plan.	A/Manager Workforce Services and Performance A/Junior Medical Workforce Manager	4 March 2019

## 10. Providing Feedback

Stakeholders are invited to provide feedback by Monday, 4<sup>th</sup> February 2019 about the change process. Feedback may be provided to Fiona Bryant, Acting Manager Workforce Services and Performance, Workforce, People and Culture, email: [Fiona.Bryant@health.nsw.gov.au](mailto:Fiona.Bryant@health.nsw.gov.au).

## 11. Attachments

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

- Attachment 1: Current and proposed organisation structures
- Attachment 2: Draft role description Manager Senior Medical Workforce
- Attachment 3: Draft role description Manager Junior Medical Recruitment & Transactions

## Endorsements

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

<b>Name:</b>	Sandra Creaner		
<b>Position:</b>	A/Executive Director Workforce People and Culture		
<b>Signature:</b>		<b>Date:</b>	

## Approvals

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

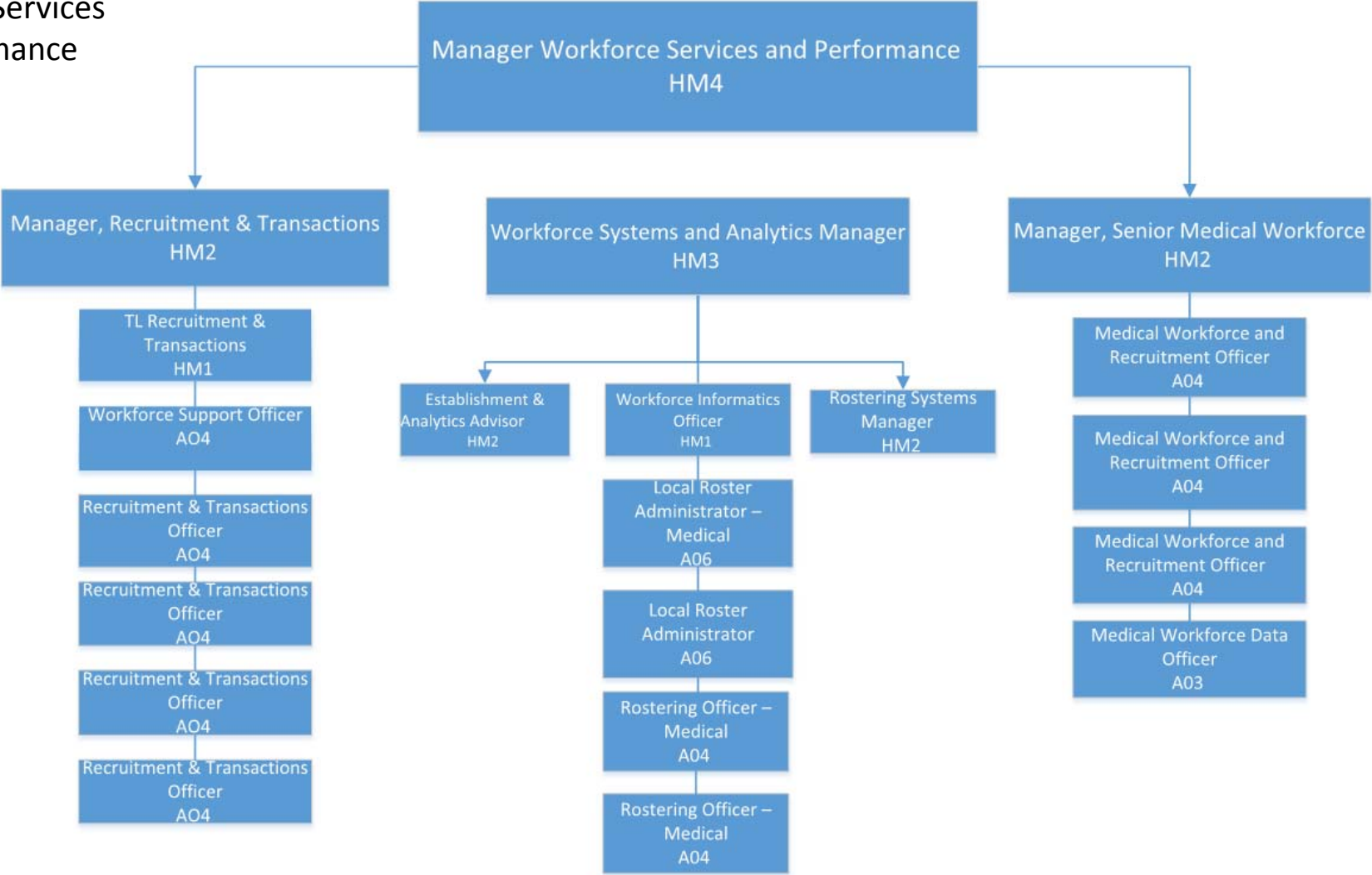
<b>Name:</b>	Kay Hyman		
<b>Position:</b>	Chief Executive		
<b>Signature:</b>		<b>Date:</b>	

## Workforce Consultation Paper Contact Details

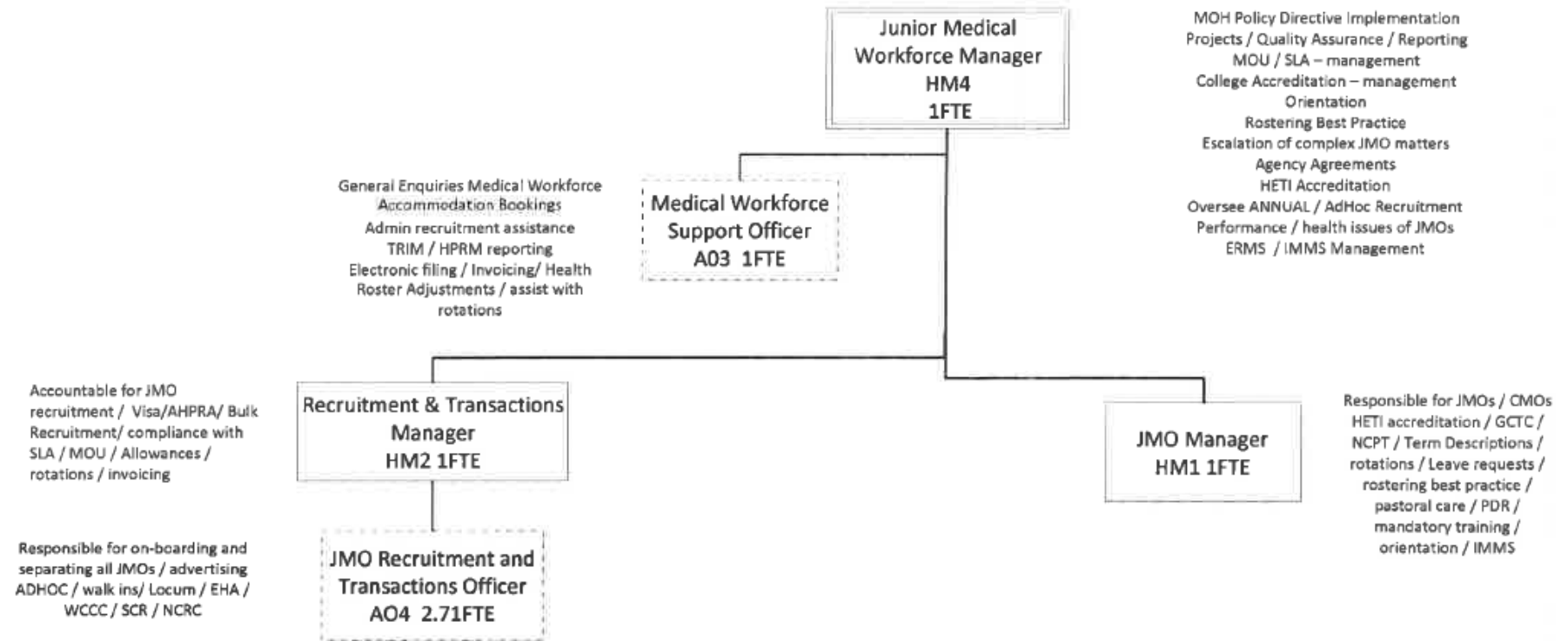
<b>Owner:</b>	Sally Sammut & Fiona Bryant
<b>Contact details:</b>	<u><a href="mailto:Sally.Sammut@health.nsw.gov.au">Sally.Sammut@health.nsw.gov.au</a></u> 0247 34 2451 <u><a href="mailto:Fiona.Bryant@health.nsw.gov.au">Fiona.Bryant@health.nsw.gov.au</a></u> 02 47 34 4094
<b>Division/Unit:</b>	WPC
<b>Document status:</b>	Final

Appendix 2: Proposed Organisation Structure

Workforce Services  
and Performance



## JMO Workforce



**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)	JMO Recruitment and Transactions Manager		
Does this role require Multi-Award? (Yes/No)	NO		
Award	Health_Managers_State_Award		
Position Classification	Health Manager 2		
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 to the Junior Medical Recruitment & Workforce team in the delivery of effective and efficient Recruitment and Transactional services to managers and staff across NBMLHD, ensuring a high quality service that is responsive to service needs, creating a positive employee experience and inspiring customer confidence.		
Position Number			
Cost Centre	CC Name	CC Number	% allocation
Organisation Unit	NBM DIST Junior Medical Workforce Unit		
Location	Nepean Campus		
Facility	LHD 3701		
Reports To	Manager, Junior Medical Workforce		
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

**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)**

### Standard Key Accountabilities

(limit 4000 characters)

*Note: These Accountabilities will be read only on the Requisition*

1.	Provide sound leadership, management and operational oversight to the Junior Medical Recruitment & Workforce team ensuring delivery of effective and efficient Recruitment and Transactional services to managers and staff across NBMLHD, ensuring a high quality service that is responsive to service needs, creates a positive employee experience and inspires customer confidence.
2.	Provide specialised advice and coaching to key business stakeholders, including senior management and other leaders and staff across NBMLHD in junior medical recruitment & workforce processes ensuring advice and services are meeting business requirements.
3.	Lead and manage staff to create a professional, accountable customer service culture and high standards of work performance, while providing opportunities for ongoing staff development and career progression.
4.	Identify and establish clear key performance indicators in relation to Junior Medical Workforce to quantify and ensure best practice and monitor and report workflow of the unit ensuring all processing requests are processed within agreed Service Level Agreements (SLA's).
5.	Operationalise the end-to-end junior medical recruitment process, championing the employee experience from initial contact through to on-boarding and orientation to drive high engagement, performance, and patient outcomes across the organisation developing innovative continuous improvement strategies to increase the effectiveness of service delivery of the team.
6.	Work in close consultation and collaboration between NBMLHD, HealthShare Services, and key partners external to NBMLHD to develop and maintain best practice procedures, both in terms of utilisation of Stafflink, Recruitment and Workforce Systems and Rostering Unit Module (RUM)
7.	Monitor the governance and accuracy of Recruitment and Workforce data within NSW Health HRIS StaffLink, including but not restricted to new hires, organisation structures, position coding, registration and licence data, ensuring adherence to policies, legislation and awards.
8.	Develop local procedures and factsheets on junior medical workforce management ensuring consistency with NSW Ministry of Health policy and advice on their relevance and their potential impact on NBMLHD Objectives and strategic planning.
9.	Provide leadership in managing quality assurance programs and analysing reports to develop and implement strategies for improvement to medical administration practices and ensure services are fully compliant with both internal and external audit requirements.
10.	Exercise analytical decision making and problem solving skills in relation to all complex issues within the positions area of expertise. Make recommendations to the Junior Medical Workforce Manager with regard to developments, issues and opportunities in relation to JMO Recruitment & Transactional Services.
11.	Manage all JMO AHPRA and Visa Applications ensuring appropriate supportive documentation is submitted and recorded.
12.	Work in consultation with the Workforce Systems & Analytics team (JMO Health Roster) to ensure the integrity and timely reporting of Recruitment and workforce data to support business needs.

### Additional Key Accountabilities

(limit 4000 characters)

*Note: These Accountabilities will be editable by Hiring Manager*

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.</p> <p>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, RUM and HRIS that meets the needs of the NBMLHD within system limitations.			
3.	Manage consultation, negotiations and cross sector partnership relationships on JMO rotations and workforce related issues with a wide range of stakeholders.			
Section 4 – “You’re working with”				
<p>The key Internal / External stakeholders and customers the role is expected to interact with routinely, rather than periodically.</p>				
<p><b>Key Internal Relationships</b></p> <p><i>Note: A maximum of three relationships are allowed</i></p>				
1.	Who? (limit 200 characters)	Junior Medical Workforce Manager	Why? (limit 200 characters)	Make recommendations with regard to developments, issues and opportunities in relation to junior medical recruitment and workforce 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.
<p><b>Stakeholder Relationships:</b></p> <p><i>Note: A maximum of two stakeholder relationships are allowed</i></p>				
Does this role routinely interact with external stakeholders? (Yes/No)			Yes	
Who? (limit 200 characters)			Unions, HealthShare, HETI, Ministry of Health, AHPRA, Department of Immigration	
Who? (limit 200 characters)				
<p><b>Ministerial Relationship:</b></p>				
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				
<p><b>Number of direct and indirect reports to position</b></p>				
No. of direct reports			3	
No. of indirect reports				



<b>Section 6 – Financial Delegation</b>	
<b>If selecting 'Other' then please specify the monetary value of the financial delegation (eg: \$5,000)</b>	
As per delegation manual	As per delegation manual
Other (specify monetary value)	
<b>Section 7 –Essential Requirements</b>	
<b>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)</b>	
This position is required to work throughout the Nepean Blue Mountains Local Health District.	
<b>Section 8 – Selection Criteria</b>	
<b>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.</b>	
<b>Standard Selection Criteria (section limit 4000 characters)</b>	
1.	Relevant tertiary qualifications in Health Management, Human Resources Management, Business, other relevant field and/or substantial experience in the management of junior medical recruitment and transactions in a large diverse service industry organisation.
2.	Demonstrated ability and willingness to lead and manage a team with a commitment to providing a high level of customer service to a wide range of stakeholders with respect to junior medical recruitment.
3.	Highly developed interpersonal communication, business acumen, 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 junior medical 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 MS Office suite including, staff link, JMO E-recruitment, RUM and particularly Microsoft Excel.
7.	High level analytical and problem solving skills, including the ability to exercise initiative and judgment to rectify issues and the ability to develop, implement and monitor innovative and contemporary Recruitment and transactional business processes.
<b>Additional Selection Criteria (section limit 4000 characters)</b>	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
<b>Section 9 – Other Requirements (Optional) (Limit 4000 characters)</b>	
<b>Section 10 – Disqualification Questions</b>	
<b>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</b>	

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
<b>Sitting</b> – remaining in a seated position to perform tasks	R
<b>Standing</b> – remaining standing without moving about to perform tasks	O
<b>Walking</b> – floor type: even / uneven / slippery, indoors / outdoors, slopes	O
<b>Running</b> – floor type: even / uneven / slippery, indoors / outdoors, slopes	N
<b>Bend / Lean Forward from Waist</b> – forward bending from the waist to perform tasks	F
<b>Trunk Twisting</b> – turning from the waist while sitting or standing to perform task	F
<b>Kneeling</b> – remaining in a kneeling posture to perform tasks	I
<b>Squatting / Crouching</b> – adopting a squatting or crouching posture to perform tasks	I
<b>Leg / Foot Movement</b> – use of leg and / or foot to operate machinery	I
<b>Climbing (stairs / ladders)</b> – ascend / descend stairs, ladders, steps	I
<b>Lifting / Carrying</b> – light lifting and carrying: 0 – 9 kg	I
<b>Lifting / Carrying</b> – moderate lifting and carrying: 10 – 15 kg	I
<b>Lifting / Carrying</b> – heaving lifting and carrying: 16 kg and above	N
<b>Reaching</b> – arms fully extend forward or raised above shoulders	I
<b>Pushing / Pulling / Restraining</b> – using force to hold / restrain or move objects toward or away from the body	I
<b>Head / Neck Postures</b> – holding head in a position other than neutral (facing forwards)	I
<b>Hand &amp; Arm Movements</b> – repetitive movements of hands and arms	R
<b>Grasping / Fine Manipulation</b> – gripping, holding, clasping with fingers or hands	F
<b>Work at Heights</b> – using ladders, footstools, scaffolding, or other objects to perform work	N
<b>Driving</b> – operating any motor powered vehicle	O

#### Sensory Demands

Type	Frequency
<b>Sight</b> – using of sight is an integral part of work performance eg viewing of x-rays, computer screens	R
<b>Hearing</b> – use of hearing is an integral part of work performance eg telephone enquiries	C
<b>Smell</b> – use of smell is an integral part of work performance eg working with chemicals	N
<b>Taste</b> – use of taste is an integral part of work performance eg food preparation	N
<b>Touch</b> – use of touch is an integral part of work performance	N

#### Psychosocial Demands

Type	Frequency
<b>Distressed People</b> – eg emergency or grief situations	I
<b>Aggressive or Uncooperative People</b> – eg drug / alcohol, dementia, mental illness	I
<b>Unpredictable People</b> – eg dementia, mental illness, head injuries	I
<b>Restraining</b> – involvement in physical containment of patients / clients	N
<b>Exposure to Distressing Situations</b> – eg child abuse, viewing dead / mutilated bodies	I

#### Environmental Demands

Type	Frequency
<b>Dust</b> – exposure to atmospheric dust	O
<b>Gases</b> – working with explosive or flammable gases requiring precautionary measures	N
<b>Fumes</b> – exposure to noxious or toxic fumes	N

<b>Liquids</b> – working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	N
<b>Hazardous Substances</b> – eg dry chemicals, glues	N
<b>Noise</b> – environmental / background noise necessitates people raise their voice to be heard	I
<b>Inadequate Lighting</b> – risk of trips, falls or eyestrain	I
<b>Sunlight</b> – risk of sunburn exists from spending more than 10 minutes per day in sunlight	N
<b>Extreme Temperatures</b> – environmental temperatures are less than 15C or more than 35C	I
<b>Confined Spaces</b> – areas where only one egress (escape route) exists	N
<b>Slippery or Uneven Surfaces</b> – greasy or wet floor surfaces, ramps, uneven ground	I
<b>Inadequate Housekeeping</b> – obstructions to walkways and work areas cause trips and falls	I
<b>Working at Heights</b> – ladders / stepladders / scaffolding are required to perform tasks	N
<b>Biological Hazards</b> – eg exposure to body fluids, bacteria, infectious diseases	N

<b>Position Review Date</b>	<b>Reviewed By</b>
	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
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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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JH&FMH	Justice Health & Forensic Mental Health
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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	
<div style="background-color: #002060; width: 20px; height: 15px; display: inline-block;"></div>	Section Heading
<div style="background-color: #FFA500; width: 20px; height: 15px; display: inline-block;"></div>	Section Description/tips
<div style="background-color: #ADD8E6; width: 20px; height: 15px; display: inline-block;"></div>	Sub Category Heading
<div style="background-color: #90EE90; width: 20px; height: 15px; display: inline-block;"></div>	Fields to be populated by author
<div style="background-color: #DDA0DD; width: 20px; height: 15px; display: inline-block;"></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)	Senior Medical Workforce Manager		
Does this role require Multi-Award? (Yes/No)	NO		
Award	Health_Managers_State_Award		
Position Classification	Health Manager 2		
Job Category	Human_Resources_and_Recruitment		
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>To provide leadership to the Senior Medical Recruitment &amp; Workforce team in the delivery of effective and efficient Recruitment and HR Transactional services to managers and staff across NBMLHD, ensuring a high quality service that is responsive to service needs, creates a positive employee experience and inspires customer confidence.</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, HealthShare District Director Medical Workforce and the Director Medical Services Nepean.</p>		
Position Number			
Cost Centre	CC Name	CC Number	% allocation
Organisation Unit	NBM DIST Workforce Services and Performance ?????		
Location	Station St Penrith		
Facility	LHD 3701		
Reports To	Manager, Workforce Services and Performance		
Registration/Licence Requirements	Nil		

<b>Vaccination Category</b>	B
<b>Employment Screening Check Requirements</b>	
<b>National Criminal Record Check (NRCC)?</b>	Yes
<b>Working with Children Check (WCC)?</b>	No
<b>Working with Aged Care Check?</b>	No
<b>Section 2 – Key Accountabilities</b>	
<p><b>A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"</b>  <b>This is not a task list. They are overarching statements under which a number of tasks would sit</b>  <b>Maximum of 12 key accountabilities (including the mandatory accountabilities)</b></p>	
<p><b>Standard Key Accountabilities</b>  <b>(limit 4000 characters)</b>  <b>Note: These Accountabilities will be read only on the Requisition</b></p>	
1.	Provide sound leadership, management and operational oversight to the Senior Medical Recruitment & Workforce team ensuring delivery of effective and efficient Recruitment and Transactional services to managers and staff across NBMLHD, ensuring a high quality service that is responsive to service needs, creates a positive employee experience and inspires customer confidence.
2.	Provide specialised advice and coaching to key business stakeholders, including senior management and other leaders and staff across NBMLHD in senior medical recruitment & workforce processes ensuring advice and services are delivered consistent with contemporary best practice people strategies and solutions.
3.	Lead and manage staff to create a professional, accountable customer service culture and high standards of work performance, while providing opportunities for ongoing staff development and career progression.
4.	Identify and establish clear key performance indicators in relation to Senior Medical Workforce to quantify and ensure best practice and monitor and report on the workflow of the unit ensuring all processing requests are processed within agreed Service Level Agreements (SLA's).
5.	Operationalise the end-to-end senior medical recruitment process, championing the employee experience from initial contact through to on-boarding and orientation to drive high engagement, performance, and patient outcomes across the organisation developing innovative continuous improvement strategies to increase the effectiveness of service delivery of the team.
6.	Work in close consultation and collaboration between NBMLHD and HealthShare Services to develop and maintain best practice procedures, both in terms of utilisation of Stafflink, Recruitment and Workforce Systems and E-Credential.
7.	Monitor the governance and accuracy of Recruitment and Workforce data within NSW Health HRIS StaffLink, including but not restricted to new hires, organisation structures, position and award coding, and registration and licence data, ensuring adherence to policies, legislation and awards.
8.	Develop District policies, processes and factsheets on senior medical workforce management to ensure consistency with NSW Ministry of Health policy and advise on their relevance and their potential impact on NBMLHD objectives and strategic planning.
9.	Provide leadership in managing quality assurance programs and analysing reports to develop and implement strategies for improvement to medical administration practices and ensure services are fully compliant with both internal and external audit requirements.
10.	Exercise analytical decision making and problem solving skills in relation to all complex issues within the positions area of expertise. Make recommendations to the Manager, Workforce Services and Performance with regard to developments, issues and opportunities in relation to senior medical recruitment & transactional services.
11.	Manage the Medical and Dental Appointments Advisory Committee (MDAAC) process to ensure appropriate credentialing of senior medical practitioners are consistent with award, policy, clinical scopes of practice and privileges.
12.	Work in consultation with the Workforce Systems & Analytics team to ensure the integrity and timely reporting of recruitment and workforce data to support business needs.

13.	Provide leadership as the subject matter expert providing proficient advice on Model Scopes of Clinical Practice, credentialing, Visa applications, credentialing processes and all functions associated with Quinquennial appointment process.			
<b>Additional Key Accountabilities</b> (limit 4000 characters) <i>Note: These Accountabilities will be editable by Hiring Manager</i>				
1.				
2.				
3.				
<b>Section 3 – Key Challenges</b>				
<b>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.</b> <b>Challenges are optional and can be left blank if there are no specific challenges identified</b> (section limit 4000 characters)				
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.			
<b>Section 4 – “You’re working with”</b>				
<b>The key Internal / External stakeholders and customers the role is expected to interact with routinely, rather than periodically.</b>				
<b>Key Internal Relationships</b> <i>Note: A maximum of three relationships are allowed</i>				
1.	<b>Who?</b> (limit 200 characters)	Executive Director Workforce, People & Culture	<b>Why?</b> (limit 200 characters)	Make recommendations with regard to developments, issues and opportunities in relation to senior medical recruitment and workforce 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.	<b>Who?</b> (limit 200 characters)	District Director Medical Workforce Director Medical Workforce Nepean	<b>Why?</b> (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.	<b>Who?</b> (limit 200 characters)	Subject matter experts within WPC and the LHD and external stakeholders	<b>Why?</b> (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.
<b>Stakeholder Relationships:</b> <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, APHRA, Department of Immigration	
Who? (limit 200 characters)				
<b>Ministerial Relationship:</b>				
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)	
<b>Section 5 – Staffing/Responsible for</b>	
<b>Number of direct and indirect reports to position</b>	
No. of direct reports	5
No. of indirect reports	
<b>Section 6 – Financial Delegation</b>	
<b>If selecting 'Other' then please specify the monetary value of the financial delegation (eg: \$5,000)</b>	
As per delegation manual	As per delegation manual
Other (specify monetary value)	
<b>Section 7 –Essential Requirements</b>	
<b>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)</b>	
This position is required to work throughout the Nepean Blue Mountains Local Health District.	
<b>Section 8 – Selection Criteria</b>	
<p>Please add all standard selection criteria in to the first Selection Criteria box.</p> <p>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.</p>	
<b>Standard Selection Criteria (section limit 4000 characters)</b>	
1.	Relevant tertiary qualifications in Health Management, Human Resources Management, Business, other relevant field and/or substantial experience in the management of Senior 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 senior medical recruitment.
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 senior medical 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.	High level analytical and problem solving skills, including the ability to exercise initiative and judgment to rectify issues and the ability to develop, implement and monitor innovative and contemporary Recruitment & HR business processes.
<b>Additional Selection Criteria (section limit 4000 characters)</b>	
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
<b>Sitting</b> – remaining in a seated position to perform tasks	R
<b>Standing</b> – remaining standing without moving about to perform tasks	O
<b>Walking</b> – floor type: even / uneven / slippery, indoors / outdoors, slopes	O
<b>Running</b> – floor type: even / uneven / slippery, indoors / outdoors, slopes	N
<b>Bend / Lean Forward from Waist</b> – forward bending from the waist to perform tasks	F
<b>Trunk Twisting</b> – turning from the waist while sitting or standing to perform task	F
<b>Kneeling</b> – remaining in a kneeling posture to perform tasks	I
<b>Squatting / Crouching</b> – adopting a squatting or crouching posture to perform tasks	I
<b>Leg / Foot Movement</b> – use of leg and / or foot to operate machinery	I
<b>Climbing (stairs / ladders)</b> – ascend / descend stairs, ladders, steps	I
<b>Lifting / Carrying</b> – light lifting and carrying: 0 – 9 kg	I
<b>Lifting / Carrying</b> – moderate lifting and carrying: 10 – 15 kg	I
<b>Lifting / Carrying</b> – heaving lifting and carrying: 16 kg and above	N
<b>Reaching</b> – arms fully extend forward or raised above shoulders	I
<b>Pushing / Pulling / Restraining</b> – using force to hold / restrain or move objects toward or away from the body	I
<b>Head / Neck Postures</b> – holding head in a position other than neutral (facing forwards)	I
<b>Hand &amp; Arm Movements</b> – repetitive movements of hands and arms	R
<b>Grasping / Fine Manipulation</b> – gripping, holding, clasping with fingers or hands	F
<b>Work at Heights</b> – using ladders, footstools, scaffolding, or other objects to perform work	N
<b>Driving</b> – operating any motor powered vehicle	O

##### Sensory Demands

Type	Frequency
<b>Sight</b> – using of sight is an integral part of work performance eg viewing of x-rays, computer screens	R
<b>Hearing</b> – use of hearing is an integral part of work performance eg telephone enquiries	C
<b>Smell</b> – use of smell is an integral part of work performance eg working with chemicals	N
<b>Taste</b> - use of taste is an integral part of work performance eg food preparation	N
<b>Touch</b> - use of touch is an integral part of work performance	N

##### Psychosocial Demands

Type	Frequency
<b>Distressed People</b> – eg emergency or grief situations	I
<b>Aggressive or Uncooperative People</b> – eg drug / alcohol, dementia, mental illness	I
<b>Unpredictable People</b> – eg dementia, mental illness, head injuries	I
<b>Restraining</b> – involvement in physical containment of patients / clients	N

<b>Exposure to Distressing Situations</b> – eg child abuse, viewing dead / mutilated bodies	I
<b>Environmental Demands</b>	
<b>Type</b>	<b>Frequency</b>
<b>Dust</b> – exposure to atmospheric dust	O
<b>Gases</b> – working with explosive or flammable gases requiring precautionary measures	N
<b>Fumes</b> – exposure to noxious or toxic fumes	N
<b>Liquids</b> – working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	N
<b>Hazardous Substances</b> – eg dry chemicals, glues	N
<b>Noise</b> – environmental / background noise necessitates people raise their voice to be heard	I
<b>Inadequate Lighting</b> – risk of trips, falls or eyestrain	I
<b>Sunlight</b> – risk of sunburn exists from spending more than 10 minutes per day in sunlight	N
<b>Extreme Temperatures</b> – environmental temperatures are less than 15C or more than 35C	I
<b>Confined Spaces</b> – areas where only one egress (escape route) exists	N
<b>Slippery or Uneven Surfaces</b> – greasy or wet floor surfaces, ramps, uneven ground	I
<b>Inadequate Housekeeping</b> – obstructions to walkways and work areas cause trips and falls	I
<b>Working at Heights</b> – ladders / stepladders / scaffolding are required to perform tasks	N
<b>Biological Hazards</b> – eg exposure to body fluids, bacteria, infectious diseases	N

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

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