

FASS Organisational Restructure Feedback still required

Dear Member,

The HSU advised members of a proposed restructure to the Forensic and Analytical Science Service in December of last year (please see [Newsletter 668](#)).

The deadline for feedback has now been extended. Please review the attached documentation and provide any feedback or concerns you may have to brendan.edghill@hsu.asn.au by close of business 25 February 2019.

In addition, the HSU is seeking expressions of interest from members who may wish to represent their colleagues in any upcoming consultation meetings regarding this issue. If you are interested, please contact Senior Industrial Officer Brendan Edghill at the above email.

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



20 November 2018

Mr Gerard Hayes
Secretary
Health Services Union
Locked Bag 3
Australia Square
SYDNEY NSW 1215

Email: info@hsu.asn.au
brendan.edghill@hsu.asn.au
Denise.OShaughnessy@hsu.asn.au

Dear Mr Hayes

Re: Proposed Forensic & Analytical Science Service Organisational Structure

I write to advise that Forensic & Analytical Science Service (FASS) is proposing a restructure and has developed a Governance Structure which includes a new organisational chart. Meetings have recently been held with staff at all sites in relation to the proposed structure and we are seeking to commence a consultation process with the Health Services Union. The proposed FASS structure changes primarily include:

- the creation of a new Executive Officer position. This position will report to the Executive Director and will provide direct support to this role to facilitate timely processing of administrative functions
- the introduction of the role of Chief Operating Officer (COO) into Forensic Medicine in lieu of a current Operations Manager role. This role will work closely with the Chief Forensic Pathologist, Clinical Director Forensic Medicine to facilitate a dual leadership model for the State wide Forensic Medicine Service
- the introduction of the role of Deputy Operating Officer into Forensic Medicine, reporting to the COO, in lieu of a current Operations Manager role. The Deputy Operating Officer will report to the COO, having site level responsibility for the operational aspects of the service
- changing the name of the role of Statewide Clinical Director Forensic Medicine to Chief Forensic Pathologist, Clinical Director Forensic Medicine
- the introduction of the new leadership role of Director of Integrations Science that has the role of facilitating integration internally in the Forensic & Analytical Science Service, within NSW Health Pathology and externally to our stakeholders and stakeholder agencies. This role will provide oversight of Quality Improvement, Performance & Reporting, Policy & Projects, Stakeholder Engagement, Business Development, Research & Innovation and Training & Development. This role is in lieu of the previous role of Branch head Public Health (currently vacant)
- the renaming of the current Public Health Unit to Environmental Microbiology and Toxicology Unit that will permanently form part of the proposed 'Forensic & Environmental Toxicology Branch',
- the current 'Forensic Chemistry and Public Health' Branch (formerly Toxicology Branch) being renamed the 'Forensic & Environmental Toxicology Branch'. This will include renaming of the current Branch Director Forensic Chemistry and Public Health to Branch Director Forensic & Environmental Toxicology.



As you would be aware, there is significant change currently underway within Forensic Medicine with the relocation of the Forensic Medicine service in Sydney from Glebe to the new Forensic Medicine Coroner's Court Complex (FMCCC) located at Lidcombe. The date that operations will commence at the new site is set for 29 January 2019, and FASS acknowledges that the relocation is a priority for our organisation. As such, beyond renaming of the role of Statewide Clinical Director, proposed changes to Forensic Medicine will be postponed until the relocation of services to the Lidcombe site have occurred and staff have had an opportunity to review and consult with their respective Unions.

FASS is keen to proceed with recruitment to the two new positions of Director of Integrations Science and Executive Officer. FASS is also keen to proceed with the proposed changes relevant to the current Forensic Chemistry & Public Health Branch. The position descriptions for both of the new roles are provided for your consideration. If there are any concerns regarding the filling of these two additional positions or the proposed changes to the Forensic Chemistry & Public Health Branch, please notify us in writing **by close of business on 5 December 2018**. If no concerns are raised we will proceed with recruitment and the proposed name changes.

We would like to invite the HSU to form a USCC to discuss the proposed restructure on:

Date: Wednesday 27 February 2019

Time: 11:00am

Venue: Multipurpose room 1, Level 1, Forensic Medicine Coroners Court Complex, Lidcombe.

A copy of the governance structure and the existing organisational structure is being provided to inform you of the proposed changes that have been presented to FASS employees. Please confirm your attendance with Marilyn Moses, Executive Assistant by email:

Marilyn.Moses@health.nsw.gov.au

If you would like to discuss the proposal please contact Vivianne Morales, Human Resources Manager on 02 9646 0400 or by email: Vivianne.Morales@health.nsw.gov.au

Sincerely



Michael Symonds
Executive Director
Forensic & Analytical Science Service
NSW Health Pathology

NSW Health Pathology Forensic & Analytical Science Service Governance Structure – November 2018

NSW Health Pathology Forensic & Analytical Science Service

NSW Health Pathology Forensic & Analytical Science Service provides a range of expert scientific and forensic pathology services to the NSW criminal and coronial justice system, NSW Police, Transport for NSW, NSW Health and other organisations. The services play a vital role in helping to solve crimes and keep the communities of NSW safe.

The Forensic & Analytical Science Service provides high quality, efficient and reliable services and maintains excellence in service delivery through its highly skilled and dedicated workforce, an innovative, collaborative integrated approach.

Services provided include:

- Highly specialised analytical testing of biological samples and non-biological exhibits for the presence of therapeutic and illicit drugs
- Testing, reporting and expert testimony on all aspects of illicit drug analysis
- Highly advanced forensic DNA processing with end-to-end analysis and reporting
- Specialised forensic analysis for ignitable liquids, explosives, trace evidence and gunshot residue
- Post-mortem examinations, reporting and expert testimony as part of investigations into reportable deaths under the NSW Coroners Act (2009)
- Specialist grief counseling services to support families following the death of a loved one
- Testing of a wide range of waters to ensure compliance with public regulations and investigate incidents and outbreaks of waterborne illness
- Analysis of physical and chemical parameters in water, biological material, food and soils
- Testing of water, fruits and vegetables, environmental and biological samples for a range of pesticides residues, disinfection by-products, algal toxins and other contaminants
- Surveillance of *Legionella* bacteria and expert investigation into cases of Legionnaires' disease
- Strong research and education collaboration with a broad range of external agencies including academia, NSW Police Force and forensic entities in other jurisdictions.

In providing these necessary services on behalf of the NSW community, members of the Forensic & Analytical Science Service team are aware of the enormous responsibility to provide services that are of the highest quality, safe, efficient and timely. In doing so, Forensic & Analytical Science Service personnel are:

- respectful of those individuals entrusted to our care, and
- aware of the impact of our services on the lives of individuals and families.

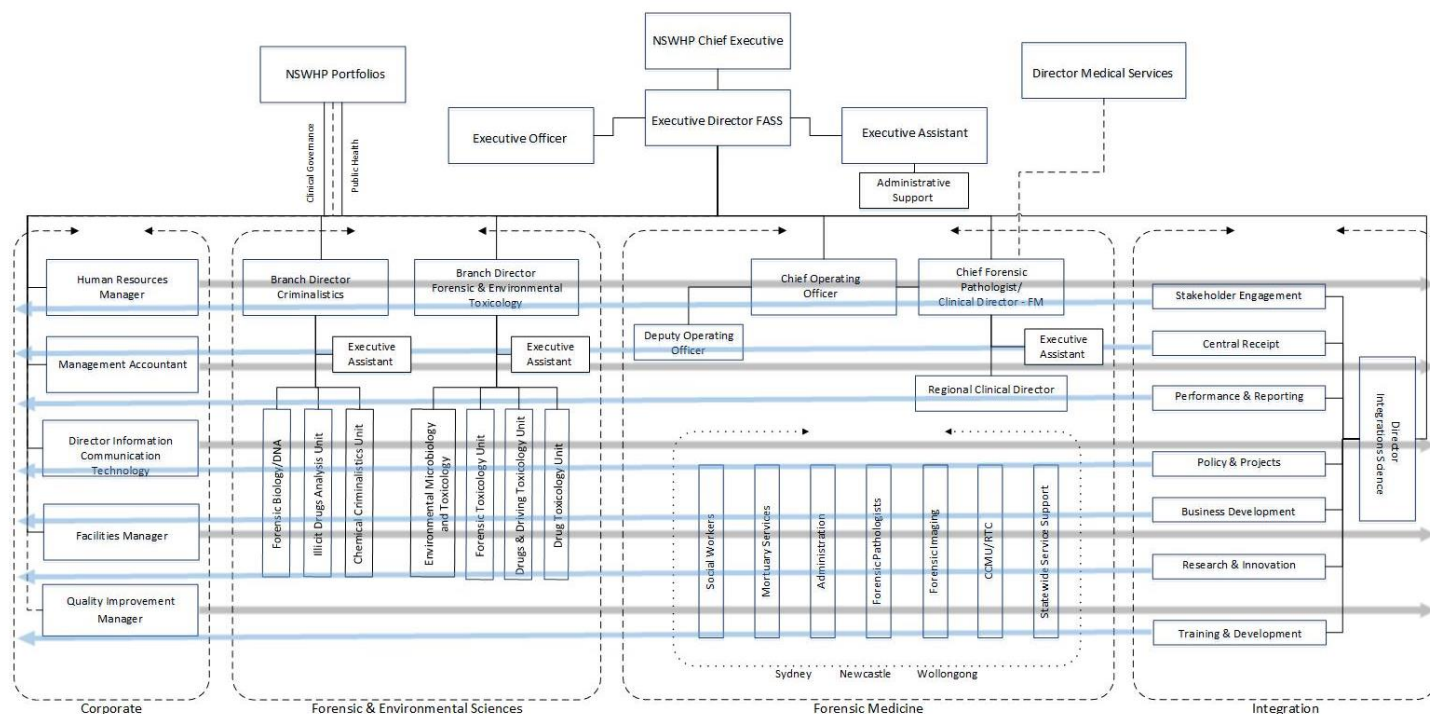
NSW Health Pathology Forensic & Analytical Science Service Governance Structure – November 2018

The Forensic & Analytical Science Service organisational structure

The revised NSW Health Pathology Forensic & Analytical Science Service organisational structure has been developed following significant consultation with staff. The organisational structure that has been developed is aimed at building upon the many achievements of the Forensic & Analytical Science Service, ensuring stability and clarifying roles & services across the organisation. The organisational structure emphasises service integration internally to the Forensic & Analytical Science Service, across NSW Health Pathology and externally to include integration with our stakeholders.

The Forensic & Analytical Science Service organisational structure emphasises both the Forensic & Environmental Science and Forensic Medicine functions that underpin the services provided by the Forensic & Analytical Science Service. The structure is aimed at enhancing the Forensic & Analytical Science Service goal of being the leader in the provision of forensic & environmental science and forensic medicine, not only in routine service provision, but also in the provision of innovative methods, techniques and strategies that better support families and enable our stakeholders in their varied operations.

As such, the organisational structure emphasises the delivery of integrated services that are reliable, timely and continue to offer increasing value to our stakeholders' operations.



NSW Health Pathology

Forensic & Analytical Science Service

Governance Structure – November 2018

Explaining our structure

The Forensic & Analytical Science Service as “One”

- The organisational structure identifies the Forensic & Analytical Science Service as one integrated operation providing forensic & environmental sciences and forensic medicine.

High-Level Restructure

- The Forensic & Analytical Science Service organisational structure presented in this document represents the high-level organisational structure down to service, unit and laboratory level.
- Once the high level structure is in place, further organisational review of the services, units and laboratories will follow.

Timely Decision Making

- The Forensic & Analytical Science Service structure is aimed at ensuring timely decision making. To achieve this, there is direct linkage between the roles of Branch Director, Director Integration Science, Chief Forensic Pathologist, Chief Operating Officer and the Executive Director.
- Similarly, the corporate roles have direct linkage to the Executive Director and executive office.
- In keeping with the goal of achieving timely decision making and processing of requests, the office of the Executive Director is supported by an Executive Assistant and an Executive Officer.
- Administrative staff supporting corporate and Lidcombe reception will report to the Executive Assistant to the Executive Director.
- The Executive Officer will play a key role in supporting the Executive Director with the preparation of documentation and facilitating the timely processing of requests requiring approval of the Executive Director, particularly at times when the Executive Director is off-site.

Linkage to New South Wales Health Pathology

- The organisational structure notes the important linkage of a number of roles within the Forensic & Analytical Science Service to key positions within NSW Health Pathology. These linkages include those to the members of the Strategic Leadership Team of NSW Health Pathology.
- Although a number of linkages are relevant with key positions within NSW Health Pathology:
 - the link between the Chief Forensic Pathologist and the NSWHP Director of Medical Services is noted in the revised organisational structure.
 - the link is identified with NSWHP Clinical Governance to reflect the revised direct reporting line of the Quality Manager role. The link to the Quality Manager within the Forensic & Analytical Science Service is ‘dotted’ to reflect this. The importance of quality improvement and accreditation is important and not diminished as an outcome.

NSW Health Pathology

Forensic & Analytical Science Service

Governance Structure – November 2018

Corporate Functions

- The leadership roles of the corporate functions are noted on the left side of the organisational chart. These corporate support leaders and their teams play an important role across the organisation in supporting all of the operational aspects of the service.
- The grey arrows originating from the roles of Management Accountant, Human Resource Manager, Director Information Communication Technology and Facilities Manager, spreading from left to right across the organisational chart, reflect the supportive function that corporate support provide to the Branches, Forensic Medicine and all areas across the Forensic & Analytical Science Service.

Forensic & Environmental Sciences

- The Branch Director Criminalistics and Branch Director Forensic & Environmental Toxicology lead the forensic & environmental sciences.
- The Branch Director Criminalistics leads the Forensic Biology/DNA Unit, Illicit Drugs Analysis Unit and the Chemical Criminalistics Unit.
- The Branch Director Forensic & Environmental Toxicology leads the Environmental Microbiology & Toxicology Unit, Forensic Toxicology Unit, Drugs & Driving Toxicology Unit and the Drug Toxicology Unit.
- The revised organisational structure places the current Public Health Laboratories under the Branch Director Forensic & Environmental Toxicology providing leadership at Branch Director level.
- In the revised organisational structure, the current Trace Inorganics Laboratory (TIL), Clinical & Environmental Toxicology Laboratory (CETL), Water Microbiology Laboratory (WML) and Legionella Reference Laboratory (LRL) are encompassed in the Environmental Microbiology & Toxicology Unit.

Forensic Medicine

- The revised organisational structure for Forensic Medicine emphasises one State-wide Forensic Medicine Service.
- The Statewide service will operate under a dual leadership model between the Chief Forensic Pathologist/Clinical Director and the Chief Operating Officer.
- Under the revised structure, from a naming perspective, Forensic Medicine will be referred to by the term "Forensic Medicine".
- The revised organisational structure does not recognise or reinforce the term Department of Forensic Medicine (DOFM). As such, the facilities comprising the Statewide Forensic Medicine service will be referred to as Forensic Medicine – Sydney; Forensic Medicine – Newcastle; Forensic Medicine – Wollongong.
- Forensic Medicine will function as one integrated, Statewide service that operates across three locations, being Sydney, Newcastle and Wollongong.

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- The revised organisational structure identifies a change to the title of the existing role of Statewide Clinical Director Forensic Medicine. The new title of the role is Chief Forensic Pathologist, Clinical Director Forensic Medicine. The Chief Forensic Pathologist, Clinical Director role is supported by the Regional Clinical Director.
- The Chief Operating Officer role will be supported by a Deputy Operating Officer.
- The Chief Forensic Pathologist, Clinical Director Forensic Medicine will lead the Forensic Pathologists and clinical specialty functions from a State-wide perspective within Forensic Medicine
- The Chief Operating Officer will lead the state-wide operational and administrative functions of Forensic Medicine.
- The Deputy Operating Officer will support the Chief Operating Officer by leading the site-specific administrative and operational functions of Forensic Medicine site relevant to their location.
- The Chief Operating Officer is a new position in lieu of one of the current Operations Manager roles. As such, one of the existing Operations Manager roles is proposed for deletion.
- The Deputy Operating Officer is a new title for an existing Operations Manager role.

Director of Integrations Science

- The Director of Integrations Science is a new leadership role in the organisational structure.
- The Director of Integrations Science has the role of facilitating integration internally in the Forensic & Analytical Science Service, within NSW Health Pathology and externally to our stakeholders and stakeholder agencies.
- The Director of Integrations Science will provide oversight of the Quality Improvement function, the Performance & Reporting function, Policy & Project, Stakeholder Engagement, Business Development, Research & Innovation and Training & Development.

These key functions will support the integration of services under this portfolio.

- The Director Integrations Science role will report to the Executive Director but has been placed on the right side of the organisational chart to emphasise (see blue lines running from right to left) that the integrations function will operate across the entire Forensic & Analytical Science Service.
- It is proposed that the manager of the centralised receipt function will report to the Director Integrations Science.

Quality

- NSW Health Pathology has recently made a change to the governance of the Quality Management functions across NSW Health Pathology. This change identifies that the Quality units will now report directly to the NSW Health Pathology Clinical Governance portfolio.
- As such, the Quality function in the Forensic & Analytical Science Service organisational structure has a dotted line through to the Director of Integration Science and on to the Executive

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Director role while the formal reporting for the Quality Unit will be through to the Executive Director of Clinical Governance and Quality for NSW Health Pathology.

Further Review

- It is the intent of the NSW Health Pathology Forensic & Analytical Science Service to implement this revised organisational structure to the level identified in the organisational structure above.
- As the components of this upper level structure are implemented, NSW Health Pathology, Forensic & Analytical Science Service will commence, where necessary, review and restructure of all labs and units under each portfolio across the Corporate functions, Forensic & Environmental Sciences and Forensic Medicine.

Consultation

- It is recognised that the Forensic & Analytical Science Service staff have been involved in extensive consultation over a lengthy period of time regarding the organisational restructure.
- The aim of concluding this upper level structural reform is to finalise the structure at this level and to provide stability to the organisation.
- The subsequent review and restructuring of the functional units across the service will be undertaken in a consultative manner with the aim of consulting widely and thoroughly, but also in a timely manner to further bring stability to the organisation and to ensure that Forensic & Analytical Science Service functional units are well placed to deliver services to our stakeholders both now and into the future.

Consideration of the recommendations of the work groups

- As a part of the consultation process and contributing to the revised organisational structure has been the work undertaken by work groups that were established to investigate specific considerations relevant to the organisational structure.
- The intent of the work groups was to make recommendations regarding meetings & governance, research & training, centralisation of sample receipt, role descriptions, forensic medicine relationships & resources.
- The forensic medicine relationships & resources working group met.
- The meetings and governance work group identified five (5) options for the governance meetings to be held in FASS. These options have been considered in the development of the governance structure proposed in this document with the proposed governance meetings reflecting the revised organisational structure, the emphases on forensic & environmental sciences, forensic medicine, stakeholder engagement and the integration of services.
- The research & training work group also developed a proposed way forward for a FASS wide research & training framework to be considered as part of the development of the revised organisational structure. This framework has progressed with the recent development of the NSW Health Pathology Research & Innovation Framework and finalisation of the FASS Research Approval Process. Building upon these developments, the revised FASS governance

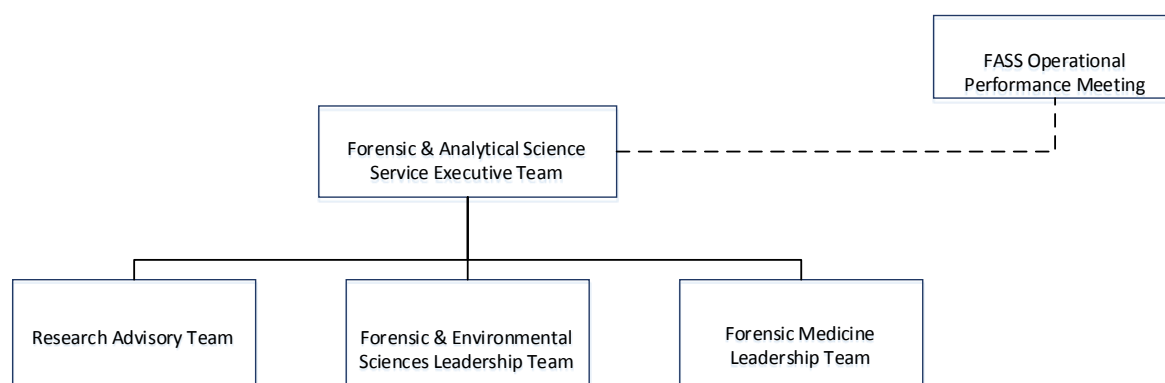
NSW Health Pathology Forensic & Analytical Science Service Governance Structure – November 2018

structure seeks to engage researchers from across all areas of FASS. Research will fall under the Director of Integrations Science portfolio. A small, core research coordinating team will meet regularly to facilitate the timely consideration and processing of research projects through the approval process. In addition, regular research meetings will be held to bring those involved in research together to discuss projects, their work and learnings and to ensure that there is widespread knowledge of the research that is being undertaken involving individuals and teams.

- The Central Reception work group initiative has morphed into the ACI Redesign Project Central Receipt Project that is proposing a staged introduction of the centralised receipt process into FASS with the first stage proposed for implementation in 2019.
- The Role Descriptions work group progressed the development of the Branch Director position description and undertook preliminary work on some of the other position descriptions then proposed in the structure.
- The work progressed in the work groups has contributed to service redesign as well as providing valuable input into the revised NSW Health Pathology Forensic & Analytical Science Service organisational structure.

Meeting structure

The meeting structure for the Forensic & Analytical Science Service outlined in this document, identifies the key leadership meetings for the organisation. This meeting structure is designed to ensure sound governance of the service and its principal functions in providing services to its stakeholders and the NSW community.



The meetings identified in the revised Forensic & Analytical Science Service structure are the:

Forensic & Analytical Science Service Executive Team Meeting

Forensic & Environmental Sciences Leadership Team Meeting

Forensic Medicine Leadership Team Meeting

Forensic & Analytical Science Service Research Advisory Team Meeting

NSW Health Pathology Forensic & Analytical Science Service Governance Structure – November 2018

The Terms of Reference for each of these meetings are detailed below.

Executive Team Meeting		
<i>Membership</i>	<i>Purpose</i>	<i>Functions</i>
Executive Director (Chair) Executive Team	A forum for the NSW Health Pathology Forensic & Analytical Science Service Executive to share information on matters of strategic and operational significance and to ensure efficient and effective service delivery to our stakeholders	<ul style="list-style-type: none"> • Provide holistic leadership of service provision to our stakeholders • Serve as a senior decision-making and supervisory group • Monitor, review and evaluate progress with strategic priorities and key performance indicators, including service delivery, quality and safety and financial indicators • Review any risks to achieving successful outcomes and actions being taken to mitigate these risks • Provide a forum for collaboration and communication and for discussions of innovation and opportunities for cross-FASS initiatives • To provide oversight on organisational compliance with Accreditation • Promotion of a collaborative and professional culture of teamwork and best practice across all services • To initiate, review and recommend, where appropriate, organisational policy or procedures that are required to support improved service delivery and experience for stakeholders
Forensic Medicine Leadership Team Meeting		
<i>Membership</i>	<i>Purpose</i>	<i>Functions</i>
Executive Director (Chair) Chief Forensic Pathologist Chief Operating Officer Deputy Operating Officer Director Integrations Science	A forum for the NSW Health Pathology Forensic & Analytical Science Service Forensic Medicine Leadership Team to share information relating to the clinical and operational performance of Forensic Medicine across NSW and to take on collective responsibility for integrated service delivery.	<ul style="list-style-type: none"> • Establish operational directives and escalate issues to be addressed at Executive level • Provide key strategic and operational leadership to the Forensic Medicine service • Ensure efficient and effective service provision to our stakeholder through collaboration • Assessment and treatment of risk • To recommend service improvements and developments that support better outcomes and improved performance • Maintain strict confidentiality of discussion, unless otherwise agreed by members.

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		<ul style="list-style-type: none"> • Ensure adequate and appropriate stakeholders are consulted. • Facilitate relationships and consult with key stakeholders as required for informed decision-making
Forensic & Environmental Sciences Leadership Team Meeting		
<i>Membership</i>	<i>Purpose</i>	<i>Functions</i>
Executive Director (Chair) Branch Director Criminalistics Branch Director Forensic & Environmental Toxicology Director Integrations Science	A forum for the NSW Health Pathology Forensic & Analytical Science Service Criminalistics and Forensic & Environmental Toxicology Branch Directors and Director of Integrations Science to share information relating to the operational performance and to take on collective responsibility for integrated service delivery	<ul style="list-style-type: none"> • Ensure efficient and effective service provision to our stakeholder through collaboration • Discuss and resolve operational issues for day to day functioning of the Forensic & Environmental Sciences Branch • Assessment and treatment of risk • To recommend service improvements and developments that support better outcomes and improved performance • Promote consistency in process across the service • Consider recommendations from the Laboratory Managers meeting
Research Advisory Team Meeting		
<i>Membership</i>	<i>Purpose</i>	<i>Functions</i>
Senior Scientist, Research, Development & Innovation DNA The membership of the Research Advisory Committee will be via EOI. The Research Advisory Committee will comprise four (4) members. Other research experts will be invited to attend as required in respect of specific projects and initiatives.	A forum for the NSW Health Pathology Forensic & Analytical Science Service interdisciplinary research and scientific staff to foster collaboration through cross-disciplinary debate and discussion, share research knowledge, scrutinize all research proposals, make recommendations and monitor the progress of research projects	<ul style="list-style-type: none"> • Sharing research activity, outcomes and information on the development and implementation of new processes, technologies and tests across FASS • Providing a forum for reviewing evaluations of emerging technologies and innovative corporate processes, and advocating for their adoption. • Provide independent advise and review research proposals • Ensure the relevance of research activities • Act as advocates for research activities • Assist in the development of risk management strategies • Provide a forum for consultation and ongoing liaison with scientific or technical leaders • Identify and advise on how to address barriers for research across the organisation • Promote partnering in funding opportunities

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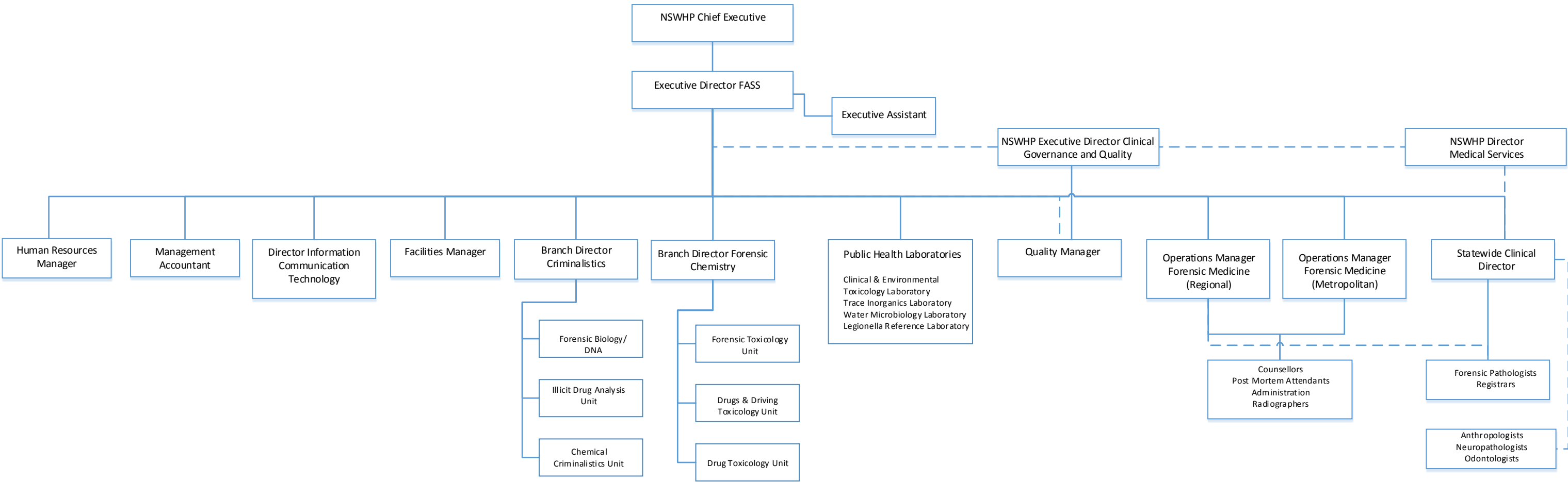
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The Forensic & Analytical Science Service will continue to report its performance to the NSW Health Pathology Executive through the FASS Operational Performance Meeting. The Terms of Reference for this meeting are as follows:

FASS Operational Performance Meeting		
<i>Membership</i>	<i>Purpose</i>	<i>Functions</i>
Executive Director FASS (Chair) FASS Executive Team Chief Executive NSW Health Pathology Chief Pathologist Executive Director Corporate Strategy and Reform Executive Director of Finance Director, Process Improvement and Revenue Director Financial Operations Director of Performance	A forum for the members of the NSW Health Pathology Executive and members of the Forensic & Analytical Science Service Executive team to discuss issues relating to the operational performance of FASS.	<ul style="list-style-type: none"> • Oversight of financial and operating performance including Key Performance Indicators • Implementation of strategic and operational plan strategies and initiatives • Review benchmarking performance and contestability analysis • Review financial results and critical issues requiring discussion/decisions/action • Provide updates on laboratory accreditation program and other quality improvements/programs • Report progress with implementation of Operational Plan • Identify and discuss high-level risks and potential mitigation strategies in relation to performance and implementation of Operational Plan • Provide updates on NSW Health Pathology and relevant statewide issues • Showcase achievements, innovation and/or projects within FASS

Current Organisational Structure

FORENSIC & ANALYTICAL SCIENCE SERVICE



Position Description

NSW Health Pathology



Position Details

Position Title: Director Integrations Science

Classification: HSM5

Department: Forensic & Analytical Science Service

Award: Health Services Manager

Reports to: Executive Director, FASS

Employment Status: F/T

Roles reporting to: TBA

Location: (insert relevant location): Lidcombe

Position Number (Stafflink):

Primary Purpose of the position

- The primary role of the Director Integrations Science is to provide operational and tactical leadership for FASS to facilitate the optimal integration of services across Analytical Sciences and Forensic Medicine and with key stakeholders in order to meet the Forensic & Analytical Science Service's organisational strategies and operational plans.
- The Director Integrations Science will be responsible for ensuring that interdisciplinary operations and stakeholder requirements are highly integrated to efficiently deliver operational outputs and customer requirements in accordance with Service Level Agreements and agreed key performance indicators.
- The role requires strong leadership, people management, and organizational reform capabilities coupled with high-level customer and stakeholder management skills.

DRAFT

Key Accountabilities

The role and responsibilities of the position are to be carried out in a manner that is consistent with the values, strategic priorities, performance goals, delegations, policies, procedures and operations of NSW Health Pathology and in line with the NSW Health Code of Conduct and the Capabilities required to perform this role competently.

The accountabilities outlined below indicate the scope of the position. The incumbent may be asked to perform job-related tasks other than those specifically stated in this description.

- Develop and communicate a clear vision that provides strategic direction for achieving the optimized integration of Analytical Sciences and Forensic Medicine services and stakeholder requirements across FASS.
- Think conceptually and respond to the evolving needs of the organisation and its customers and stakeholders including identifying potential business development opportunities.
- Form internal and external relationships that will provide insight, support and resources to achieve organisational objectives.
- Use financial and business information to understand and make decisions that help the organisation achieve goals.
- Synthesise disciplinary and stakeholder knowledge, develop initiatives that respond to trends and future requirements for the provision of forensic & analytical sciences, compile a sound research basis to support operational, policy & practice change and business development opportunities.
- Create realistic and achievable integration initiatives and forward plans to achieve the organisation's goals and monitor and report on the progress against these plans. Development of

Position Description

NSW Health Pathology



the plans must take into account the financial, physical and human resources available whilst striving to be efficient and cost effective while maintaining quality.

- Ensure that Analytical Sciences and Forensic Medicine comply with Quality systems, integrate continuous quality improvement and evaluate the outcome of quality initiatives.
- Ensuring that integration and quality initiatives are scientifically robust to withstand the growing and ongoing scrutiny of forensic science and forensic medicine.
- Build an agile, responsive and flexible teams where initiative, individual responsibility and achievement of results are the expected norm.
- Lead, manage and develop Analytical Sciences and Forensic Medicine Manager peers and Laboratory Managers to build an innovative, diverse, positive and productive service that delivers quality results to customers and stakeholders.
- Promote a culture of individual management accountability across Analytical Sciences and Forensic Medicine.
- Constantly monitor, analyse and review issues and developments in the area of responsibility in terms of their impact on the service, customers, stakeholder and government objectives, and then act decisively to manage any risks and/or leverage opportunities.
- Consistently apply the governance framework and ensure the integration initiatives comply with legislative, regulatory, accreditation, policy and procedural requirements.
- Use a creative and constructive approach to the development of policy options that support government, customer and stakeholder directions.
- Provide expert opinion to Government or national regulatory bodies on matters including, but not limited to, the feasibility and impact of policy/legislative decisions in relation to the delivery of FASS services.
- Create and sustain an organisational culture that embodies the Service' values, promotes performance and supports the delivery of high quality outcomes for customers and stakeholders.
- Promote the optimized integration of FASS services, continuous improvement and quality development in an environment which has its basis in future thinking and facilitates research, learning, innovation and change.
- Develop and sustain a positive and professional image and profile of the organisation both externally and to employees.
- Maintain responsibility for personal professional development by participating in training/education activities and performance reviews in order to continuously improve the level of leadership and management in the service.
- *Comply with and implement the NSW Health Work Health and Safety Better Practice Procedures by identifying, assessing, eliminating/controlling and monitoring hazards and risks within the workplace, to the extent of delegated authority for the role.*

Key Challenges

- Working co-operatively with Analytical Science Branch Directors, Forensic Medicine Operations Managers, the Chief Forensic Pathologist, Executive Director, corporate support portfolios and stakeholder and customer representatives to develop and implement integration initiatives to address stakeholder requirements into the future.

Position Description

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- Leading consultations with internal and external customers and stakeholders, often where there are competing needs/objectives/requirements.
- Managing multiple projects and issues within tight time-frames and allocated resources to meet competing needs and expectations within a constantly changing environment.
- Lead integration initiatives and enable Analytical Sciences and Forensic Medicine to continue to manage high volume workloads while maintaining service delivery quality standards and achieving positive outcomes.
- Managing time and prioritising tasks, given the diverse range of often sensitive issues encountered simultaneously, and work demands flowing from a number of sources.
- Recognising when matters or issues need to be referred to a higher authority for consideration or resolution.
- Ensuring that integration and forward plan initiatives encompass the necessary flexibility and agility to deal with local and national changes in stakeholder requirements and strategic directions.
- Fostering a culture of professionalism and customer focused service delivery.

Communication / Key Relationships

The Director Integrations Science requires exceptional communication and interpersonal skills and the ability to undertake high level stakeholder management and communicate clearly and persuasively, adapting medium, style and message to the audience.

Key Internal Relationships

WHO	WHY
Executive Director	Liaise with, to escalate issues outside the scope of the role and to develop organisational strategies.
FASS Executive	Develop strong collaborative relationships and work cohesively with to: <ul style="list-style-type: none">• achieve the synthesis of disciplinary and stakeholder knowledge in order to develop integration initiatives that respond to trends and future requirements for the provision of forensic & analytical sciences.• ensure efficient and consistent high quality service provision.
Branch Laboratory Managers and staff; Executive Officer Executive Assistant	Lead, communicate with, support, develop and motivate Branch Manager peers, the Laboratory Managers and staff in Branches to pursue optimized service integration and maintain commitment to service delivery.

Position Description

NSW Health Pathology



	Communicate a clear vision that provides strategic direction for FASS services.
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Key External Relationships

WHO	WHY
Key customers and stakeholders	Develop and sustain a positive professional image and profile of the organization. Develop strong collaborative relationships to understand current/future requirements. Manage the relationship and effective communication under Service Level Agreements including changes in stakeholder requirements and directions.
NSW Health clinical and pathology streams	Develop strong collaborative relationships to ensure that the service aligns with broader national and global, strategic directions for clinical and pathology customers and stakeholders.
Industry, academic and research partners	Develop strong strategic partnerships to foster innovation, gain advantage in a contestable environment, and ensure high quality service provision.
Jurisdictional counter-parts	Develop strong collaborative relationships to understand current/future requirements and ensure that the service aligns with broader state, national and global, strategic directions for forensic science, policing, justice and stakeholders.
Government or National regulatory bodies	Provide expert opinion on matters, including the feasibility and impact of policy/legislative decisions and initiatives implemented by FASS to proactively respond to health & justice requirements both now and into the future.
Media / Communications Team	Where appropriate, act as the media spokesperson for matters on behalf of NSW FASS.

Position Description

NSW Health Pathology



Selection Criteria for the position

1. Relevant science tertiary qualifications plus a management tertiary qualification or extensive experience at a senior management level. Extensive knowledge of contemporary issues in forensic science, forensic medicine, as well as management.
2. Demonstrated senior management experience in a forensic laboratory service with a sound track record of leadership and successful ability to lead organisational change.
3. Demonstrated high level communication, interpersonal, negotiation and influencing skills and ability to prepare complex briefings, reports, plans and papers.
4. Proven organisational, planning and management skills at strategic and operational levels with demonstrated ability to develop concepts, integrate services, implement and manage projects.
5. Extensive knowledge of contemporary issues in management including, financial, human resources and resource management, including their application to the public sector.
6. Familiarity with interpreting Acts and Regulations and applying them to an operational context.
7. Proven capacity to lead, manage, motivate and develop staff, maintaining a commitment to service delivery.
8. Demonstrated capacity to adopt and model the NSWHP RITE values of Respect, Integrity, Teamwork and Excellence.

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Position Dimensions

Staffing:

Number of direct reports: TBA

Number of indirect reports (including contractors): TBA

Expenditure:

Budget (\$): TBA

Financial Delegation: In accordance with NSW Health Pathology Delegations Manual – Tier 4

Other Specific Requirements

The role and responsibilities are to be carried out in a manner that is consistent with delegations, policies, procedures and operations systems of NSW Health Pathology NSW, and in line with the NSW Health Code of Conduct. The following specific requirements should be noted:

Qualifications

Relevant qualifications as per Selection Criteria

Vaccination

Category A

Position Description

NSW Health Pathology



Organisational Information Statement

Overview

NSW Health Pathology provides public pathology, forensic and analytical science services across the state. Our pathologists are medically trained clinicians who work in public hospitals and modern laboratories. They're supported by teams of scientists, technical and support staff who ensure samples are quickly and accurately assessed and results shared with clinical teams, so they can make the best possible treatment decisions for patients. Our Forensic and Analytical Science Service provides independent, objective analysis in a range of specialised fields for our state's health and criminal justice systems.

NSW Health Pathology:

- brings together five clinical and scientific networks
- operates more than 70 laboratories
- employs over 4,500 staff

Our Values

As employees of NSW Health Pathology we will respect and display the CORE values of the NSW Health system in our day-to-day actions and decisions. That means actively encouraging Collaboration, Openness and Respect in the workplace to create a sense of Empowerment for people to use their knowledge, skills and experience to provide the best possible care to patients and their families and carers.

NSW Health Pathology has developed a set of organisation specific values in collaboration with staff. The four values that apply to NSW Health Pathology are:

- **Respect:**
We acknowledge and value the opinions, skills and abilities of others by treating others as we would like to be treated.
- **Integrity:**
We act professionally, honestly and consistently, and we are accountable for our decisions and actions.
- **Teamwork:**
We collaborate with others to achieve our goals, recognise the contributions of others and value diversity.
- **Excellence:**
We strive to exceed expectations by delivering innovative, quality services and outcomes.

Position Description

NSW Health Pathology



Role Accountabilities Statement

Conduct and Ethics Accountabilities

All employees are required to comply with the following:

- Read and acknowledge individual responsibilities as determined in the Code of Conduct. Acknowledge the Code of Conduct as a framework for professional behaviour, ethical practice and decision-making.
- Acknowledge and accept a shared responsibility for ensuring that their own behaviour and the behaviour of colleagues meets the standards outlined in the Code of Conduct. Report and express any workplace concerns fairly, honestly and respectfully.
- (For managers and supervisors) Ensure workers are provided with a copy of the Code of Conduct upon appointment or reappointment. Provide advice to each worker to ensure they understand their responsibilities under the Code of Conduct. Maintain a record of when this occurred.
- Model and encourage behavioural expectations as outlined in the Code of Conduct.
- Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the NSW Health Pathology core values of Integrity, teamwork, Respect, and excellence, through demonstrated behaviours and interactions with patients, clients and employees.
- Assist workers to identify and model specific behaviours and actions that reflect the NSW Health core values of Collaboration, Openness, Respect, and Empowerment, in the workplace.
- Uphold the highest standards of professionalism at all times by performing the functions of the role efficiently, economically, fairly, impartially and with integrity and by actively advocating the NSW Health Pathology core values of Integrity, teamwork, Respect, and excellence to ensure that NSW Health Pathology, Local Health District, NSW Health and NSW Government expectations are met.

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Finance and Assets Accountabilities

Employees are required to adhere to, and/or manage, allocated finance and resources efficiently and effectively in accordance with the NSW Health Pathology Delegations Manual (and supporting corporate policies and documentation). This may include, but not be limited to, management of an allocated budget, assets and stores, corporate records, intellectual property and personnel records.

Patient Safety, Risk Management and Quality Accountabilities

All employees are required to: undertake business unit risk planning and risk assessments, ensuring competence in risk management and assessment; and understand and abide by the organisation's risk policies, developing an understanding of the operational and risk management context, managing risk accordingly. Specific accountabilities may include (and are not limited to):

- Actively participate in patient safety and ongoing quality improvement programs and practices that promote the best possible health outcomes for patients/clients.
- Identify, develop, lead and monitor patient safety, risk management and quality improvement programs to improve the operation and promote the best possible health outcomes for patients/clients. Ensure that National Safety and Quality Health Service Standards are met.
- Provide governance and strategic direction for the development, implementation and evaluation of patient safety and quality improvement programs that promote the best possible

Position Description

NSW Health Pathology



experience and health outcomes for patients/clients. Ensure that National Safety and Quality Health Service Standards are met.

Training and Development Accountabilities

All employees are required to comply with and participate in the organisation's training programs and policies, including but not limited to participation in mandatory training.

Registration and Licenses Accountabilities

Employees in a position with specific license and/or registration requirements is required to maintain the registration and licenses required for the position held.

Performance Review

All employees have a responsibility to participate in the organisation's performance assessment and development processes in accordance with relevant policies.

Work Health and Safety Accountabilities

All employees have a positive duty to demonstrate commitment to safety. This includes taking reasonable care for your own safety and others, participating with consultation arrangements and complying with work health and safety legislation, policies, procedures and safety instructions. Specific accountabilities may include (and are not limited to):

- Actively participate in:
 - Hazard identification
 - Reporting of risks, near-misses and incidents
 - Taking responsibility for own safety
 - Development and implementation of Safe Work Practices
 - Work Health and Safety (WHS) Consultation processes
 - Emergency preparedness
 - Professional development
- Implement all elements of the NSW Health Pathology, health and safety management system.
- Comply with and, where appropriate monitor and evaluate, WHS and Injury Management (IM) performance against specified targets. This includes reporting progress toward and barriers to the achievement of WHS and IM targets to senior management.
- Actively improve WHS performance.
- Apply due diligence to known and emergent WHS risks.
- Actively engage in WHS planning and reporting.

Workplace Diversity Accountabilities

All employees are required to comply with and participate in the organisations workplace diversity policies and procedures.

Position Description

NSW Health Pathology



Job Demands Checklist

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. **This form is to be completed in consultation with the manager/supervisor of the position being recruited.**

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 involved repetitive movements
N = Not Applicable	activity is not required to perform the job

Note: any entries not assigned a value will be automatically set to "N"

Physical Demands – Description (comment)	Frequency					
	I	O	F	C	R	N
Sitting – remaining in a seated position to perform tasks				X		
Standing – remaining standing without moving about to perform tasks		X				
Walking – floor type: even/uneven/slippy, indoors/outdoors, slopes		X				
Running – floor type: even/uneven/slippy, indoors/outdoors, slopes	X					
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks		X				
Trunk Twisting – turning from the waist while sitting or standing to perform tasks		X				
Kneeling – remaining in a kneeling posture to perform tasks	X					
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	X					
Leg/Foot Movement – use of leg and/or foot to operate machinery						X
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps		X				
Lifting/Carrying – light lifting and carrying (0 to 9 kg)		X				
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	X					
Lifting/Carrying – heavy lifting and carrying (16kg and above)						X
Reaching – arms fully extended forward or raised above shoulder		X				
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	X					
Head/Neck Postures – holding head in a position other than neutral (facing forward)		X				

Position Description

NSW Health Pathology



Physical Demands – Description (comment)	Frequency					
	I	O	F	C	R	N
Hand and Arm Movements – repetitive movements of hands and arms			X			
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands			X			
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	X					
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)		X				
Sensory Demands - Description (comment)	Frequency					
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)				X		
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)				X		
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	X					
Taste – use of taste is an integral part of work performance (e.g. food preparation)						X
Touch – use of touch is an integral part of work performance				X		
Psychosocial Demands - Description (comment)	Frequency					
Distressed People – e.g. emergency or grief situations		X				
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	X					
Unpredictable People – e.g. dementia, mental illness, head injuries						X
Restraining – involvement in physical containment of patients/clients						X
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies		X				
Environmental Demands - Description (comment)	Frequency					
Dust – exposure to atmospheric dust	X					
Gases – working with explosive or flammable gases requiring precautionary measures	X					
Fumes – exposure to noxious or toxic fumes	X					
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	X					
Hazardous Substances – e.g. dry chemicals, glues	X					
Noise – environmental/background noise necessitates people raise their voice to be heard	X					
Inadequate Lighting – risk of trips, falls or eyestrain	X					
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	X					

Position Description

NSW Health Pathology



Environmental Demands - Description (comment)	Frequency					
	I	O	F	C	R	N
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	X					
Confined Spaces – areas where only one egress (escape route) exists						X
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground		X				
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	X					
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	X					
Biological Hazards – exposure to body fluids, bacteria, infectious diseases		X				

Employee Agreement

As the incumbent of this position, I confirm I have read the Position Description and Job Demands Checklist, understand its content and agree to work in accordance with the requirements of the position.

Signatories	Name	Signature	Date
Employee			
Manager / Supervisor			

DRAFT

Position Description

NSW Health Pathology

Position Details

Position Title: Executive Officer

Classification: Health Service Manager Level 3

Department: Executive Office,
Forensic & Analytical Science Service

Award: Health Managers (State) Award

Reports to: Executive Director
Forensic & Analytical Science Service

Employment Status: Permanent Full Time

Roles reporting to: N/A/TBA

Location: TBA

Position Number (Stafflink): TBA

Primary Purpose of the position

The Executive Officer provides high level executive support to the Executive Director, including managing special projects, providing strategic policy, planning and project advice and support and liaising with key internal and external stakeholders.

Key Accountabilities

The role and responsibilities of the position are to be carried out in a manner that is consistent with the values, strategic priorities, performance goals, delegations, policies, procedures and operations of NSW Health Pathology and in line with the NSW Health Code of Conduct and the Capabilities required to perform this role competently.

- Lead the development and manage implementation and monitoring of specific policy, project and other initiatives sponsored by the Executive Director, as required.
- Undertake projects and research complex strategic, operational and policy matters to support strategic decision making and ensure that the Executive Director is fully informed of issues affecting the organisation/portfolio.
- Provide high level support to the Executive Director by identifying contentious issues, assessing risks, collating information, and developing advice and responses, ensuring advice is strategic, accurate and appropriate and delivered within the deadline.
- Liaise, communicate and consult broadly with key NSW Health Pathology staff and stakeholders to secure their engagement and ensure effective interface on implementation of specific policy or reform initiatives sponsored by the Executive Director.
- Prepare reports, briefings, submissions and other documentation for the Executive Director as required.
- Participate in the development of strategic and business plans, and develop and produce business cases, reports, briefs and responses as required.
- Develop and maintain effective and proactive relationships and communication with the FASS Executive team and other key stakeholders, often within difficult and pressured circumstances, to facilitate the flow of information and to meet organisational and government objectives.
- Model behavioural expectations in accordance with NSWHP's RITE values (Respect, Integrity, Teamwork, Excellence).
- Maintain responsibility for personal professional development by participating in training/education activities and performance review, to continuously improve the level of leadership and management in the service.

Position Description

NSW Health Pathology

- Undertake any other tasks or projects as delegated by the Executive Director.
- Manage and coordinate the provision of responses to address ministerial correspondence and requests for information under Government Information Public Access Act, ensuring compliance with relevant policy or legislative requirements.
- Draft and review Service Level Agreements (SLA's) for key services including liaising with the Ministry of Health and stakeholders on the content.
- Undertake ownership of the Emergency Response Plan for all FASS sites, including associated reviews and exercises, to develop and coordinate appropriate arrangements, procedures and actions for FASS staff.
- Oversee the FASS wide business continuity and timely service delivery, by assessing and allocating appropriate resource requests in consultation with the Executive Director, to ensure service provision in times of critical infrastructure malfunction.

Key Challenges

- Managing multiple projects and issues within tight timeframes and allocated resources, to meet competing needs and expectations within a constantly changing environment.
- Managing time and prioritising tasks, given the diverse range of often sensitive issues encountered simultaneously, and work demands flowing from a number of sources.
- Leading consultations with internal and external stakeholders, often where there are competing needs/objectives.

Communication (will be called Key Relationships in new recruitment system)

Key Internal Relationships

Who?	Why?
Executive Director, Forensic & Analytical Science Service	Reporting to, provide high level advice and information, seek guidance, mentoring and direction, and escalate issues outside of scope of role.
Forensic & Analytical Science Service Executive Team	Develop and maintain effective and proactive relationships and communication to facilitate the flow of information and to meet organisational and stakeholder objectives.
Wider Forensic & Analytical Science Service and NSW Health Pathology personnel	Liaise, communicate and consult broadly to engage and ensure effective implementation of sponsored policy or reform initiatives.

Key External Relationships

Who?

Key stakeholders include (but are not limited to) Minister's Offices, Ministry of Health, NSW Police, Local Health Districts, professional bodies and associations and other government agencies.

Position Description

NSW Health Pathology

Why?

The Executive Officer role involves a high degree of external liaison and it will be critical to maintain effective relationships with key stakeholders and ensure external stakeholders' needs are being met, as required.

Selection Criteria for the position

1. Formal qualifications and/or extensive experience in providing executive officer support at a senior level.
2. Experience in the provision of strategic and policy advice in a complex and multidisciplinary environment.
3. Experience in leading strategic reform initiatives including strategic planning and data analysis skills and proven ability to effect change through robust processes.
4. Excellent analytical and research skills and ability to exercise discretion in the use of sensitive information.
5. Demonstrated experience in project management, including abilities in problem-solving, task definition and managing workloads to achieve agreed outcomes within set timeframes.
6. Proven high level communication skills, including interpersonal, negotiation, collaboration, conflict resolution and reflective listening.
7. Capacity to lead, manage and develop staff as required.
8. Demonstrated capacity to adopt and model the NSWHP RITE values of Respect, Integrity, Teamwork and Excellence.

Position Description

NSW Health Pathology

Position Dimensions

Staffing:

Number of direct reports: NA/TBA

Number of indirect reports (including contractors): NA/TBA

Expenditure:

Budget (\$):

Financial Delegation: As per Level 6 Senior Manager in the NSW Health Pathology Delegations Manual

Other Specific Requirements

The role and responsibilities are to be carried out in a manner that is consistent with delegations, policies, procedures and operations systems of NSW Health Pathology NSW, and in line with the NSW Health Code of Conduct. The following specific requirements should be noted:

Vaccination

Category B

Organisational Information Statement

Overview

NSW Health Pathology provides public pathology, forensic services across the state. Our pathologists are medically trained clinicians who work in public hospitals and modern laboratories. They're supported by teams of scientists, technical and support staff who ensure samples are quickly and accurately assessed and results shared with clinical teams, so they can make the best possible treatment decisions for patients. Our Forensic & Analytical Science Service provides independent, objective analysis in a range of specialised fields for our state's health and criminal justice systems.

NSW Health Pathology:

- operates more than 60 laboratories
- has around 200 pathology collection services in NSW public hospitals and community health facilities
- employs over 4,000 staff
- conducts more than 61 million tests per year

Our Values

As employees of NSW Health Pathology we will respect and display the CORE values of the NSW Health system in our day-to-day actions and decisions. That means actively encouraging Collaboration, Openness and Respect in the workplace to create a sense of Empowerment for people to use their knowledge, skills and experience to provide the best possible care to patients and their families and carers.

NSW Health Pathology has developed a set of organisation specific values in collaboration with staff. The four values that apply to NSW Health Pathology are:

- **Respect:** We acknowledge and value the opinions, skills and abilities of others by treating others as we would like to be treated.
- **Integrity:** We act professionally, honestly and consistently, and we are accountable for our decisions and actions.

Position Description

NSW Health Pathology

- **Teamwork:** We collaborate with others to achieve our goals, recognise the contributions of others and value diversity.
- **Excellence:** We strive to exceed expectations by delivering innovative, quality services and outcomes.

Role Accountabilities Statement

Conduct and Ethics Accountabilities

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- Assist workers to identify and model specific behaviours and actions that reflect the NSW Health core values of Collaboration, Openness, Respect, and Empowerment, in the workplace.
- Uphold the highest standards of professionalism at all times by performing the functions of the role efficiently, economically, fairly, impartially and with integrity and by actively advocating the NSW Health Pathology core values of Integrity, teamwork, Respect, and excellence to ensure that NSW Health Pathology, Local Health District, NSW Health and NSW Government expectations are met.

Finance and Assets Accountabilities

Employees are required to adhere to, and/or manage, allocated finance and resources efficiently and effectively in accordance with the NSW Health Pathology Delegations Manual (and supporting corporate policies and documentation). This may include, but not be limited to, management of an allocated budget, assets and stores, corporate records, intellectual property and personnel records.

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- Actively participate in patient safety and ongoing quality improvement programs and practices that promote the best possible health outcomes for patients/clients.

Position Description

NSW Health Pathology

- Identify, develop, lead and monitor patient safety, risk management and quality improvement programs to improve the operation and promote the best possible health outcomes for patients/clients. Ensure that National Safety and Quality Health Service Standards are met.
- Provide governance and strategic direction for the development, implementation and evaluation of patient safety and quality improvement programs that promote the best possible experience and health outcomes for patients/clients. Ensure that National Safety and Quality Health Service Standards are met.

Training and Development Accountabilities

All employees are required to comply with and participate in the organisation's training programs and policies, including but not limited to participation in mandatory training.

Registration and Licenses Accountabilities

Employees in a position with specific license and/or registration requirements is required to maintain the registration and licenses required for the position held.

Performance Review

All employees have a responsibility to participate in the organisation's performance assessment and development processes in accordance with relevant policies.

Work Health and Safety Accountabilities

All employees have a positive duty to demonstrate commitment to safety. This includes taking reasonable care for your own safety and others, participating with consultation arrangements and complying with work health and safety legislation, policies, procedures and safety instructions.

Specific accountabilities may include (and are not limited to):

- Actively participate in:
 - Hazard identification
 - Reporting of risks, near-misses and incidents
 - Taking responsibility for own safety
 - Development and implementation of Safe Work Practices
 - Work Health and Safety (WHS) Consultation processes
 - Emergency preparedness
 - Professional development
- Implement all elements of the NSW Health Pathology, health and safety management system.
- Comply with and, where appropriate monitor and evaluate, WHS and Injury Management (IM) performance against specified targets. This includes reporting progress toward and barriers to the achievement of WHS and IM targets to senior management.
- Actively improve WHS performance.
- Apply due diligence to known and emergent WHS risks.
- Actively engage in WHS planning and reporting.

Workplace Diversity Accountabilities

All employees are required to comply with and participate in the organisations workplace diversity policies and procedures.

Position Description

NSW Health Pathology

Job Demands Checklist

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. **This form is to be completed in consultation with the manager/supervisor of the position being recruited.**

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 involved repetitive movements
N = Not Applicable	activity is not required to perform the job

Note: any entries not assigned a value will be automatically set to "N"

Physical Demands – Description (comment)	Frequency					
	I	O	F	C	R	N
Sitting – remaining in a seated position to perform tasks				X		
Standing – remaining standing without moving about to perform tasks		X				
Walking – floor type: even/uneven/slippy, indoors/outdoors, slopes			X			
Running – floor type: even/uneven/slippy, indoors/outdoors, slopes						X
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks		X				
Trunk Twisting – turning from the waist while sitting or standing to perform tasks		X				
Kneeling – remaining in a kneeling posture to perform tasks						X
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks						X
Leg/Foot Movement – use of leg and/or foot to operate machinery						X
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps		X				
Lifting/Carrying – light lifting and carrying (0 to 9 kg)		X				
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)						X
Lifting/Carrying – heavy lifting and carrying (16kg and above)						X
Reaching – arms fully extended forward or raised above shoulder		X				
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body		X				

Position Description

NSW Health Pathology

Head/Neck Postures – holding head in a position other than neutral (facing forward)				X		
Physical Demands – Description (comment)	Frequency					
	I	O	F	C	R	N
Hand and Arm Movements – repetitive movements of hands and arms				X		
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands		X				
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work						X
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)		X				
Sensory Demands - Description (comment)	Frequency					
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)				X		
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)				X		
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)				X		
Taste – use of taste is an integral part of work performance (e.g. food preparation)						X
Touch – use of touch is an integral part of work performance		X				
Psychosocial Demands - Description (comment)	Frequency					
Distressed People – e.g. emergency or grief situations	X					
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness						X
Unpredictable People – e.g. dementia, mental illness, head injuries						X
Restraining – involvement in physical containment of patients/clients						X
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	X					
Environmental Demands - Description (comment)	Frequency					
Dust – exposure to atmospheric dust						X
Gases – working with explosive or flammable gases requiring precautionary measures						X
Fumes – exposure to noxious or toxic fumes						X
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)						X
Hazardous Substances – e.g. dry chemicals, glues						X
Noise – environmental/background noise necessitates people raise their voice to be heard						X
Inadequate Lighting – risk of trips, falls or eyestrain						X

Position Description

NSW Health Pathology

Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight						X
Environmental Demands - Description (comment)	Frequency					
	I	O	F	C	R	N
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C						X
Confined Spaces – areas where only one egress (escape route) exists						X
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground						X
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls						X
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks						X
Biological Hazards – exposure to body fluids, bacteria, infectious diseases						X

Employee Agreement

As the incumbent of this position, I confirm I have read the Position Description and Job Demands Checklist, understand its content and agree to work in accordance with the requirements of the position.

Signatories	Name	Signature	Date
Employee			
Manager / Supervisor			