

Position Description

| | |
|---------------------|--|
| POSITION TITLE: | Director of People and Culture |
| DATE OF EFFECT: | 29 Dec 2017 |
| TYPE OF EMPLOYMENT: | Full-Time |
| DIVISION: | Executive |
| DEPARTMENT: | Human Resources |
| ACCOUNTABLE TO: | Chief Executive Officer |
| DIRECT REPORTS: | Manager – Human Resources/Return to Work Coordinator Recruitment Coordinator Occupational Health and Safety Coordinator Salary Packaging Coordinator Payroll |
| LIAISES WITH: | Chief Executive Officer Executive Members Department Managers Relevant Professional Bodies NHW Personnel |

Northeast Health Wangaratta (NHW) is a busy sub-regional integrated health service of 228 beds and is the major referral facility for the greater part of North East Victoria. NHW provides a wide range of acute specialist medical and surgical services including; an emergency department, critical care unit, obstetrics and gynaecology, paediatrics and specialised aged care, community rehabilitation, and inpatient, community, aged and psychogeriatric mental health services. There is also a broad range of community health services and NHW auspices a number of other regional services in post acute care, palliative care and infection control. The duties of this position are to be performed with adherence to the purpose and values of Northeast Health Wangaratta's strategic plan and compliance with the Code of Behaviour for staff of Northeast Health Wangaratta.

Our Vision

To be recognised leaders in rural healthcare

Our Values

Caring, Excellence, Respect,
Integrity, Fairness

Position Description

| Northeast Health Wangaratta | | |
|------------------------------------|---|--|
| STANDARDS OF BEHAVIOUR | | |
| | <u>Above the line</u> | <u>Below the line</u> |
| | Our staff will always: | Our staff will not: |
| Caring | <ul style="list-style-type: none"> ▪ Show compassion to all people ▪ Demonstrate empathy & understanding ▪ Work as part of the team ▪ Mentor others ▪ Provide encouragement to others ▪ Care for others the way they would like to be cared for themselves | <ul style="list-style-type: none"> ▪ Be disrespectful ▪ Be self-centered ▪ Have inappropriate conversations with others ▪ Display rudeness |
| Excellence | <ul style="list-style-type: none"> ▪ Commit to the NHW Hardwiring Excellence expectations ▪ Have the courage to question what we do ▪ Persevere to do the best job they can ▪ Strive continuously to improve ▪ Be professional & enthusiastic ▪ Maintain customer focus | <ul style="list-style-type: none"> ▪ Give up. ▪ Demonstrate a 'can't-do' attitude. ▪ Accept mediocrity ▪ Be unreliable ▪ Pass the buck ▪ Ignore feedback given by patients or colleagues |
| Respect | <ul style="list-style-type: none"> ▪ Maintain confidentiality & privacy ▪ Listen to others & accept differences ▪ Be punctual ▪ Respond courteously ▪ Greet all people by saying hello, smiling and introducing themselves ▪ Be culturally informed and sensitive ▪ Respect diverse opinions | <ul style="list-style-type: none"> ▪ Be sarcastic ▪ Bully, harass or display aggression ▪ Be judgmental ▪ Withhold information ▪ Contribute to rumours ▪ Leave an untidy workplace |
| Integrity | <ul style="list-style-type: none"> ▪ Be open & honest ▪ Lead by example ▪ Be responsible & accountable for their own actions ▪ Stand up and take action ▪ Escalate issues or behaviors of concern | <ul style="list-style-type: none"> ▪ Be arrogant ▪ Be dishonest ▪ Be hypocritical ▪ Avoid responsibility ▪ Allow unacceptable behavior |
| Fairness | <ul style="list-style-type: none"> ▪ Demonstrate consistency ▪ Treat people equally ▪ Be considerate & understanding ▪ Be collaborative and collegiate | <ul style="list-style-type: none"> ▪ Discriminate against others ▪ Demonstrate favoritism & exclusion ▪ Refuse to assist others with their workload |

- **Staff at NHW must also comply with the State Services Authority Code of Conduct**

Position Description

KEY SELECTION CRITERIA

Mandatory Requirements

KSC 1 Hold a relevant Human Resources related tertiary qualification and membership of a relevant professional association (eg AHRU).

Essential Attributes

KSC 2 Demonstrated experience in a senior role relating to managing people and leading culture with proven well developed leadership and management skills in a complex and changing environment.

KSC 3 Demonstrated knowledge regarding the contemporary issues impacting on health workforce management in a rural environment along with the ability to develop and implement strategic human resources policies and initiatives

KSC 4 Proven strong interpersonal skills and a high level of oral and written communication skills, including mediation/facilitation skills and a demonstrated ability to deal fairly and sensitively with people of diverse backgrounds and cultures

KSC 5 Demonstrated ability to lead and manage change.

KSC 6 Ability to deliver strategic outcomes for this role whilst meeting set KPIs

KSC 7 Ability to respond to regulatory requirements and legislative changes as related to human resources management

Desirable

KSC 8 Previous HR management experience in a healthcare environment.

KSC 9 Advocacy experience before Industrial Tribunals

KSC 10 Strong knowledge and understanding of the legislative and policy framework which underpins human resource management in the public sector.

The Director of People & Culture at Northeast Health Wangaratta will hold:

- A current National Police Check or ability to obtain a satisfactory check
- A current Working with Children Check or ability to obtain a satisfactory check
- Ability to comply with the "Behavioural Outcomes" for this role.

PURPOSE OF THE ROLE

The primary purpose of the **Director of People and Culture is to:**

- Develop, design and implement innovative strategies, Human Resource and Industrial Relations initiatives and integrated system approaches to enhance the development of Human Resources required to achieve the health service strategic priorities and business objectives, to ensure professional standards and operating practices maintain quality of service.

Position Description

POSITION SPECIFIC RESPONSIBILITIES

Leadership and Management

- Manager resources within the financial framework and budgetary issues for the department and service as a whole.
- Work within “Delegations of Authority” consistent with the role.
- Facilitate and maintain effective communication with internal and external customers.
- Actively seek customer feedback and act upon findings.
- Identify and implement ways to improve service delivery to customers.
- Ensure the delivery of a high standard of human resources services.
- Develop lead and facilitate change that supports an organisational culture of constant innovation and quality improvement.
- Foster an organisational culture that demonstrates commitment to excellence in all aspects of the organisation’s business, and one in which people demand excellence of themselves.
- Foster an organisational culture in which people work together supporting each other to deliver the highest quality of care to our customers. Develop plans to ensure positive outcomes from the People Matters Survey and ensure appropriate actions are in place to remedy any identified deficiencies.
- Assist in driving the Hardwiring Excellence Program across NHW through consistency with behavioral expectations and appropriate performance management.
- Lead development and implementation of the Workforce Plan.
- Contribute to the Executive Management teams’ efforts to ensure ongoing Organisational Development and improvement at NHW.

Human Resources and Industrial Relations

- Manage and participate in the annual performance appraisal process at NHW. Co-ordinate the performance review programs for staff within the divisions, monitor and review the process.
- Ensure all NHW human resource policies and procedures are maintained and kept up-to-date. Implement and educate NHW personnel in these policies and procedures to maximize their effectiveness.
- Comply with health service policies.
- Demonstrate an ability to resolve conflict and promote and maintain an environment of teamwork and professionalism.
- Assist Executive Management in undertaking Workforce Planning.
- Manage the recruitment and selection process as directed by the Health Service Executive, maintaining necessary procedures including advertising, interviewing, referee check and appointment and providing advice and assistance where required to Managers and key personnel.
- Regularly review NHW’s orientation program in consultation with the Executive, Managers and key personnel and present human resource briefings during the orientation process.
- Provide confidential employment counseling to NHW personnel with appropriate referrals as required.
- Liaise with Union representatives on an operational basis, to develop and maintain healthy, proactive and positive relations between the Health Service, employees and Unions.
- Effectively oversee the administration of disciplinary, grievance and other procedures where required.
- Provide direct support to the Executive and Managers in regards to performance management of NHW personnel.
- Attend relevant briefings regarding legislation changes and provide advice to executive management on required changes or developments.
- Represent NHW at external meetings and Industrial Tribunals.
-

Position Description

- Facilitate compliance with Public Sector Values and Employment Principles within the Health Service.
- Participate in continuous improvement projects.
- Undertake special projects as directed from time to time relevant to expertise and experience.
- Provide high quality customer service in all day to day HR related activities.
- Supporting and evaluating the employee assistance program and peer support programs.

Quality and Risk

- Development and achievement of the Human Resource department's annual Operational Plan.
- Support and actively participate in improvement activities to meet the operational plan and other identified service gaps.
- Report improvements against operational plans every 90 days.
- Development of a risk register for the HR department and actively minimize risks.
- Actively monitor achievement against Equip National Standards in preparation for organisational accreditation surveys.
- Assist in the development and review of policies and procedures to ensure that NHW maintains current and required policies and procedures to meet industry standards and legislative requirements.
- Monitor staff incident report data via VHIMS to identify trends and ensure appropriate action is taken.
- Ensure Human Resources activities are compliant with relevant legislation eg Occupational Health and Safety Act 2004, Accident Compensation Act 1985, Industrial Awards and Certified Agreements, Equal Opportunity Act, etc.

Workcover

- Monitor workplace injuries, implement and evaluate return-to-work programs for injured workers.
- Liaise with NHW Workcover insurer to ensure that our premium is monitored on a regular basis and appropriate remedial action is undertaken.
- Provide regular updates to the Executive on the status of the NHW Workcover premium.
- Ensure NHW salary packaging arrangements are current and compliant with all relevant legislation.

Development and Education

- Support the orientation of staff as directed by the Chief Executive Officer and in collaboration with the Education & Research Department.
- Maintain currency of knowledge and expertise through attendance and participation in relevant courses, conference, seminars and educational opportunities.
- Participate in the review of one's own professional development annually, with the Manager, identifying key areas for professional and personal growth.
- Actively participate in professional development opportunities internally and externally.
- Represent NHW at meetings, briefings and seminars.
- Liaise with internal and external parties for, and on behalf of the Executive.
- Research and prepare reports and submissions for the Executive.
- Facilitate an environment in which staff contribute to improving performance.
- Maintain and promote Accreditation Standards and other relevant Standards.
- Contribute to the expansion of knowledge and ideas within the rural health sector.

Payroll

Position Description

BEHAVIOURAL OUTCOMES

- Team player
 - Cooperates and works well with others in the pursuit of team goals
 - Collaborates and shares information
 - Shows consideration, concern and respect for the feelings and ideas of others
 - Accommodates and works well with the different working styles of others
 - Encourages resolution of conflict within the team
- Demonstrated ability to withstand conflicting priorities
 - Perseveres to achieve goals, even in the face of obstacles
 - Copes effectively with setbacks and disappointments
 - Remains calm and in control under pressure
 - Accepts constructive criticism in an objective manner
- Able to build relationships
 - Establishes and maintains relationships at all levels
 - Promotes harmony and consensus through diplomatic handling of disagreements
 - Forges useful partnerships with people across departments and services
 - Builds trust through consistent actions, values and communication
- Possesses appropriate communication, consultation and interpersonal skills
 - Collaborates and shares information
 - Ensures good working relationships exist with internal and external customers, external health providers, government departments and all stakeholders
- Customer service
 - Respects the cultural needs of others
 - Communicates effectively
 - Treats patient's family and visitors with respect at all times
 - Abides by all NHW values of integrity, compassion, excellence and respect

Annual Appraisal and Individual Development Work Plan

This will be established at the time of the first appraisal 6 months and reviewed at least annually thereafter. The position description will be reviewed at the time of the annual appraisal, when the position becomes vacant or when there are any changes to the role.

Position Description

RISK ASSESSMENT / JOB ANALYSIS

Northeast Health Wangaratta provides a safe working environment for staff as part of the process Risk Assessments have been carried out and this position could include some or all of the following.

(Please mark (eg X or ✓) to those that apply to this position)

| Aspects of Normal Workplace | Frequency | | |
|---|--------------|-----------|-----------|
| | Occasionally | Regularly | Continual |
| <u>Work Environment</u> | | | |
| • Work with the possibility of extended hours | ✓ | | |
| • Work in locations geographically separated from main facility | ✓ | | |
| • Working off site which may include clients homes | ✓ | | |
| • Clinical areas | ✓ | | |
| • Traveling or Driving in cars on a regular basis | ✓ | | |
| <u>Work Activity</u> | | | |
| • Manage demanding and changing workloads and competing priorities | | | ✓ |
| • Undertake administrative tasks including intensive computer keyboarding work, filing, writing, concentrating for long periods of time | | | ✓ |
| • Sitting at the computer for extended periods of time | | ✓ | |
| • Sitting in meetings for extended periods of time | | ✓ | |
| • Use of technology including photocopiers, telephones | | ✓ | |
| • Undertake manual handling of equipment | ✓ | | |
| • Patient Handling (<i>No Lift Program operates throughout NHW</i>) | | | |
| • Exposure to Substances (<i>Protective equipment & procedures in place to prevent contact</i>) | | | |
| <u>Work relationships</u> | | | |
| • Work in a team environment and at times independently | | | ✓ |
| • Interaction with staff from other disciplines and departments | | | ✓ |
| • Interacts with: <ul style="list-style-type: none"> • colleagues and other hospital staff, • members of the public • Patients and relatives | | | ✓ |
| <u>Training</u> | | | |
| • OH&S Induction | | | |
| • Emergency Procedures | | Annually | |
| • Fire DVD & Evacuation procedures | | Annually | |
| • Manual Handling – Non clinical | | 3 years | |
| • No Lift | | Annually | |
| • BLS Basic Life Support | | | |

As the occupant of this position, I have read and I understand the above position description.

Name: [please print]

Signature: Date: