

## POSITION DESCRIPTION

**POSITION TITLE:** EXECUTIVE DIRECTOR PEOPLE AND CULTURE

**REPORTS TO:** CHIEF EXECUTIVE OFFICER

**SALARY & CONDITIONS:** AS PER CONTRACT

### ORGANISATION AND ENVIRONMENT

South West Healthcare is the largest sub-regional health service in Victoria; providing acute, mental health, rehabilitation, and aged care together with an extensive range of primary and community health services across the south west catchment.

As the major specialist referral centre for the Barwon South West sub-region, South West Healthcare provides a comprehensive range of specialist services.

With a total of 282 beds (216 acute, 36 aged care and 30 mental health), the organisation services a population in excess of 110,000, employing over 1,450 staff. *Warrnambool Campus (212 beds) provides acute, rehabilitation and mental health care, together with extensive outpatient and community services. Camperdown Campus is a district hospital serving the local community and outlying district with 60 beds providing acute, nursing home and hostel care.*

South West Healthcare embraces the following values:

- Caring
- Respect
- Integrity
- Excellence
- Leadership

### POSITION SUMMARY

The Executive Director People and Culture is responsible for the leadership and management of all workforce related and human resources management issues in South West Healthcare. The role is responsible for the development and implementation of people/human resource strategies and services that support the organisation's strategic directions.

This a key leadership role that must foster collaborative working relationships within Human Resources, the South West Healthcare Board of Directors, Executive and Senior Leadership teams across the organisation as well as with other key stakeholders including the Department of Health and Human Services, relevant professional and industrial bodies and other Health Services.

The position is accountable for the strategic direction of human resources and workplace development, supporting the implementation of a workplace culture aligned to the organisation's values. It is also responsible for the management and organisation wide delivery of a customer focused, high quality Human Resources Services including:

- Workforce planning
- Recruitment and employment services

- Employee and industrial relations
- Performance management and succession management
- Organisational development, including education & training
- Workplace Culture and change management
- Work environment/occupational health and safety & WorkCover management Staff Wellbeing services
- Remuneration / Payroll
- Volunteers

The Executive Director People and Culture is a key support to the Chief Executive and other senior executives charged with the responsibility for setting the strategic directions for South West Healthcare, as well as ensuring optimum performance and systems review and management.

#### **MAJOR DUTIES AND RESPONSIBILITIES:**

- Uphold and lead the values of South West Healthcare whilst working to fulfil South West Healthcare's mission and strategic goals.
- Work as an effective team member of the South West Healthcare Executive resulting in organisational outcome improvements to the overall benefit of South West Healthcare.
- Represent South West Healthcare as a positive role model.
- Participate and provide leadership in key South West Healthcare strategies including the development, enhancement and growth of new services and relationships.
- Provide an organisational wide customer focused quality Human Resources service.
- Instill a culture of innovation and best practice.
- To lead the organisation wide people/human resource strategies and services and ensure these align with the organisation's strategic directions – these include workforce planning, learning and development strategies, health and safety issues and succession management strategies.
- Effectively lead the implementation of strategic initiatives within the Directorate and more generally across South West Healthcare, including benchmarking with other facilities.
- Ensure successful integration between all directorates of South West Healthcare.
- Actively contribute to the Executive team resulting in organisation outcome improvements and enhanced reputation.
- Achieve all targets and key performance indicators across the Directorate.
- Develop accountable, autonomous leaders and managers throughout the directorate.
- Ensure a skilled and capable workforce to maximise patient safety, experience and outcomes.
- Ensure that organisational development, including education activities, are integrated with research activities where appropriate.
- Provide leadership and advice in organisational issues to the Chief Executive Officer and other senior South West Healthcare staff.
- Develop, maintain and enhance key external relationships to improve South West Healthcare's profile in the communities we serve.
- Report to the Chief Executive Officer, Board and Committees as required, including attendance.
- Lead and support organisational portfolios as required.

#### **KEY RESULT AREAS**

- Leadership of the Directorate and everything that entails.
- Explore and develop innovative best practice models for people management and workforce strategies.
- Leadership and coordination of the planning and development of designated programs and services across South West Healthcare including strategic partnerships with health and training providers.
- Provide leadership in organisational issues that may extend beyond the boundaries of the area of direct responsibility.
- Leadership of the Directorate to maximise people's outcomes and experience.
- Achievement of all targets and KPI's relevant to the Directorate and implementation of annual South West Healthcare Directorate Business Plan.

- Ensure the optimal configuration and level of Human Resources functions, relationships and service provision across the organisation.
- Develop the South West Healthcare people, culture and human resources management strategies linking these to direct business outcomes, quantifiable objectives and expenditure budget.
- Ensure continuous improvement strategies in place in relation to workforce and people strategies.
- Oversee relevant external contracts to ensure legal obligations are met and review dates observed.
- Achievement of all key priority indicators relevant to the Directorate and in alignment with performance goals, statement of priorities and business plan.
- Active demonstration of the values of South West Healthcare.
- Demonstration of developing leaders within South West Healthcare.
- Documented evidence of support to direct reports including effective appraisal and feedback.
- Ability to delegate and create accountability within direct reports.
- Demonstrated ability to create a Directorate vision and incorporate this within organisational strategic and directorate business plans.
- Significant contribution to organisational strategic planning and leadership as an Executive member.
- Ability to operate within budget.
- Participation in and achievement of at least satisfactory feedback through the annual performance review process.
- Lead the HR strategic planning process and be accountable for the development, delivery and implementation of appropriate organisation-wide Human Resources policies and procedures.
- Provide appropriate reports and papers to the Chief Executive Officer as requested.
- Ensure an appropriately qualified and experienced workforce.
- Lead development and implementation of corporate Leadership, management development and learning requirements across all staff ensuring facilitation of a learning improvement culture
- Provide leadership in organisational issues that may extend beyond the boundaries of the area of direct responsibility.
- Ensure the effective and responsible allocation of resources – financial, human, intellectual and physical to ensure to achieve budget objectives.
- Ensure there is financial responsibility and accountability within the functional area and develop and implement financial strategies that will ensure budgetary targets and key performance indicators are met.
- Strategically lead and manage the Remuneration and Payroll team ensuring regional wide delivery to other health agencies and South West Healthcare.
- Ability to take accountability for all reasonable care to provide a safe working environment within your area of responsibility and ensure compliance with OH&W, anti-discrimination, equal opportunity & other legislative requirements.

#### **BEHAVIOURAL COMPETENCIES**

- Demonstrated capacity to bring the South West Healthcare Values to life.
- Ability to communicate across an array of people and develop cooperative and supportive relationships.
- High level of care, integrity, honesty and commitment.
- Innovative and lateral thinking.
- Excellent interpersonal skills.
- High level of self-awareness and emotional intelligence.
- Solution orientated.
- Flexible and adaptable.
- Self-motivated.
- Demonstrated commercial acumen.
- Proven conflict resolution and negotiation skills.
- Enthusiasm, Energy and Drive.

## REQUIRED CAPABILITIES

Below is a list of capabilities and the level required for the position.

Capability Name	Attainment Level
Organisational savvy	Mastery
Communicating effectively	Mastery
Building relationships	Mastery
Negotiation and conflict resolution	Mastery
Consumer care	Mastery
Working safely	Mastery
Utilising resources effectively	Mastery
Innovation and continuous improvement	Mastery
Adaptability and resilience	Mastery
Integrity and ethics	Mastery
Delivering results	Mastery
Analysis and judgement	Mastery
Developing and managing skills and knowledge	Mastery

## KEY SELECTION CRITERIA

<p>Be recognised as a leader in strategic thinking and the execution of change.</p> <p>Have exceptional people and influencing skills.</p> <p>High level Human Resources qualifications together with experience in leading and directly managing a human resources team, preferably in a complex services sector environment.</p> <p>Highly developed verbal and communication skills and presentation skills.</p> <p>The ability to support a cultural change program designed to significantly improve the organisation's performance.</p> <p>Understand the people management strategies necessary to deliver transformational and change strategies.</p> <p>The ability to foster a culture of innovation and productivity improvement.</p> <p>Advisory and coaching skills.</p>	<p>Demonstrated effectiveness as a Human Resources Executive with proven ability to develop and meet strategic, operational and budgetary objectives.</p> <p>Ability to develop business cases, plan change and effectively manage projects.</p> <p>Proven ability to manage budgets and resourcing requirements to deliver People and Culture operational expectations and strategic objectives.</p> <p>Sound knowledge of and commitment to OHS principles with a demonstrated ability to integrate and implement these at the strategic level.</p> <p>Comprehensive understanding and ability to manage in a financially sustainable manner, understanding the fiscal constraints of healthcare.</p> <p>Highly developed skill set relating to Industrial Relations (IR) and performance management systems and tools.</p> <p>Ability to develop and motivate individuals and teams, and to create a learning environment.</p>
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## **WORK ENVIRONMENT**

### **Health Safety and Wellbeing Responsibilities**

Provide and maintain so far as is practicable a working environment that is safe and without risk to health. Take care of your own health and safety and the health and safety of any other person who may be affected by your acts or omissions in the workplace. Understand responsibilities and accountabilities to yourself and others and comply with all state legislative requirements in respect to the Occupational Health and Safety Act 2004, and South West Healthcare policies. This includes promoting a workplace that is consistent with these requirements.

South West Healthcare is an equal opportunity employer and is committed to providing for its employees a work environment, which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace.

South West Healthcare is a smoke free environment.

### **Training and Development**

Relevant, practical and timely education should direct, facilitate, enhance and support the professional growth and practice of employees in a health environment characterised by change. All services and programs should promote evidence-based practice and a problem-solving approach and be competency based.

### **Quality**

As a staff member, you are required to comply with South West Healthcare's performance standards and participate in continuous monitoring and improvement as part of your role. You are also required to comply with legislation and professional standards; and lead the successful achievement of organisational accreditation.

As a South West Healthcare staff member you must have, maintain and develop the appropriate skills and knowledge required to fulfil your role and responsibilities within the organisation. You must ensure you practice within the specifications of this Position Description, and where applicable, within agreed scope of practice.

You are responsible for ensuring safe, high quality family centred care in your work. This includes complying with best practice standards, identifying and reporting any variance to expected standards and minimising the risk of adverse outcomes and patient harm.

## **GENERIC RESPONSIBILITIES**

Comply with all relevant legislative requirements and organisational policies, by-laws, standing orders, mission statement and values including, but not restricted to:

- Infection Control policies.
- Confidentiality policy and privacy legislation.
- Occupational Health and Safety policies and regulations.
- Guidelines of the Office of Public Employment including – Principles and Code of Conduct.
- Fire, disaster and other emergency procedures.
- Smoke Free Campus policy.
- Relevant Health and Safety updates including Fire and Emergency Response and Manual Handling.
- Promote the organisation in a positive manner.
- Participate as a cohesive member of the health care team.
- Respect the rights of individuals.
- Participate in Continuous Quality Improvement within the organisation.
- Accept responsibility for your own personal belongings.

- Respect and appropriately care for the organisation's property and equipment.
- Participate in an annual Executive Performance Review.

**GENERAL**

The Chief Executive Officer reserves the right of amendment, addition or deletion to this Position Description, as considered necessary to serve the best interests of South West Healthcare.

Created: June 2018