



Cultivating Healthy Communities

Position Title:	Director – People & Culture
Reports To:	Chief Executive Officer
Direct Reports:	Payroll Manager, Human Resources Manager, Support Services Manager, Education & Development Manager, OHS & Return to Work Coordinator, Executive Assistants.
Department:	Executive
Classification:	Remuneration based on skills & experience
Employment Conditions:	Victorian Public Health Sector (Health and Allied Services, Managers and Administrative Workers) Single Interest Enterprise Agreement 2016-2020
Qualifying Period	6 months from commencement date.

East Wimmera Health Service (EWHS) is a fully accredited small rural health service consisting of 40 Acute and 95 Aged Care beds across five campuses in the Buloke and Northern Grampians Shires in North Western Victoria. Covering the land first inhabited by the Dja Dja Wurrung, Barengi Gadjin, and Jaara Jaara people. EWHS encompasses the townships of Birchip, Charlton, Donald, Wycheproof and St Arnaud. EWHS provides a broad range of Acute, Community Based and Aged Care services integrated with local General Medical Practices. Additionally EWHS manages a number of other local services in post-acute care, planned activity groups and infection control. The duties of this position are to be performed with adherence to the purpose and values identified through EWHS's strategic plan and compliance with the Code of Behaviour for staff of EWHS.

Our Vision

To cultivate healthy communities

Our Values

Together, Honesty, Empathy, Community, Open,
Respect and Excellence

ROLE STATEMENT

The Director of People and Culture is responsible and accountable for developing strategies that support East Wimmera Health Service's quality goal to ensure our staff are appropriately equipped to deliver a positive health experience at the point of care for every person every time

The Director of People and Culture has Executive leadership of the People and Culture Directorate which includes Human Resources, Payroll, Health & Safety, Return to Work, Education & Development and Support Services. As a member of the Executive team this role is integral for the successful delivery of East Wimmera Health Service's vision and values.

POSITION SPECIFIC RESPONSIBILITIES

Leadership and Management

- Manage resources within budget for the Directorate and service as a whole.
- Provide HR/IR/Payroll service, support and assistance to partner agencies as requested.
- Work within the EWHS "Instrument of Delegation" 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.
- Uphold 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 Matter Survey and ensure appropriate actions are in place to remedy and identified deficiencies.
- Develop and implement Workforce Plans as required.
- Contribute to the Executive Management teams efforts to ensure ongoing organisational development and improvement at EWHS.

Human Resources and Industrial Relations

- Oversee and participate in the annual performance appraisal process at EWHS.
- Coordinate the performance review programs for staff within the divisions, monitor and review the process.
- Ensure all EWHS human resource policies and procedures are maintained and kept up-to-date. Implement and educate EWHS personnel in these policies and procedures to maximize their effectiveness.
- Comply with EWHS 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 EWHS 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 EWHS's orientation program in consultation with the Executive, Managers and key personnel and present human resource briefings during the orientation process.
- Implement and educate EWHS personnel in human resource policies and procedures to maximise effectiveness.

- Provide confidential employment counselling to EWHS personnel with appropriate referrals as required.
- Liaise with Union representatives on an operational basis, to develop and maintain healthy, proactive and positive relations between EWHS, 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 EWHS personnel.
- Attend relevant briefings regarding legislation changes and provide advice to executive management on required changes or developments.
- Represent EWHS at external meetings and Industrial Tribunals.
- 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 Human Resource related activities.
- Supporting and evaluating the employee assistance program and peer support programs.

Quality and Risk

- Development and achievement of the People & Culture 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.
- Actively monitor achievement against National and Aged Care Standards in preparation for organisational accreditation surveys.
- Assist in the development and review of policies and procedures to ensure that EWHS 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 and Return to Work

- Monitor workplace injuries, implement and evaluate return-to-work programs for injured workers.
- Liaise with EWHS 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 EWHS Workcover claims status and premium.

Education and Development

- Support the orientation of staff as directed by the Chief Executive Officer and in collaboration with the Human Resources Manager and Education & Development Manager.
- 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 Chief Executive Officer, identifying key areas for professional and personal growth.
- Actively participate in professional development opportunities internally and externally.
- Represent EWHS 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.



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- Contribute to the expansion of knowledge and ideas within the rural health sector.

Payroll

- Oversee the efficient, effective and reliable operations of EWHS's payroll service.
- Ensure EWHS salary packaging arrangements are current and compliant with all relevant legislation.

OH&S

- Oversee the efficient, effective and reliable operation of the EWHS OH&S systems.

Support Services

- Oversee the efficient, effective and reliable operation of the EWHS Support Services team.

Education & Development

- Oversee the efficient, effective and reliable operation of the EWHS Education & Development team.

PERFORMANCE INDICATORS

- Compliance with the Education Training Schedule (ETS).
- People Matter Survey targets as published in the EWHS annual Statement of priorities
- Other deliverables appropriate to the portfolio as published in the EWHS annual Statement of priorities
- Deliverables identified in the EWHS Strategic Plan
- Other indicators as agreed with the CEO via the performance review process

KEY BEHAVIORAL COMPETANCIES

- | | |
|-----------------------------|----------------------|
| • Building Effective Teams | • Informing |
| • Priority Setting | • Perspective |
| • Integrity & Trust | • Strategic Agility |
| • Developing Direct Reports | • Managerial Courage |

KEY SELECTION CRITERIA

- Hold a relevant Human Resources or related tertiary qualification and membership of a relevant professional association (eg AHRI).
- 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.
- 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.
- 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.
- Ability to deliver strategic outcomes for this role whilst meeting set KPIs.
- Ability to respond to regulatory requirements and legislative changes as related to human resources management, whilst operating effectively in an industrial sensitive environment.

Desirable

- Previous human resources management experience in a healthcare environment.
- Advocacy experience before Industrial Tribunals.
- Strong knowledge and understanding of the legislative and policy framework which underpins human



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resource management in the public sector.

- Exposure to the implementation of new HR technology.

The Director of People & Culture at East Wimmera Health Service will hold:

- A current Victorian Drivers Licence.
- A current National Police Check or ability to obtain a satisfactory check.
- Ability to comply with the “Behavioural Outcomes” for this role.
- A Working with Children Check (if required by legislation).

East Wimmera Health Service		
STANDARDS OF BEHAVIOUR		
	Our staff will always:	Our staff will not:
Together	<ul style="list-style-type: none"> • 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 • Partner with consumers in decision making about their healthcare 	<ul style="list-style-type: none"> • Be self-centered • Have inappropriate conversations with others • Demonstrate a “can’t-do” attitude • Ignore feedback given by patients or colleagues • Avoid responsibility • Refuse to assist others with their workload
Honesty	<ul style="list-style-type: none"> • Be open & honest with ourselves and with others • Make ethical decisions • Bring ourselves to work • Maintain high levels of integrity • Be responsible and accountable 	<ul style="list-style-type: none"> • Be dishonest • Be unreliable • Pass the buck • Lazy
Empathy	<ul style="list-style-type: none"> • Commit to delivering a positive health experience to every person every time • Show compassion to all people • Demonstrate empathy & understanding 	<ul style="list-style-type: none"> • Be sarcastic • Be judgmental • Make care decisions without consulting the consumer
Community	<ul style="list-style-type: none"> • Maintain customer focus • Lead by example • Be responsible & accountable for their own actions • Stand up and take action • Escalate issues or behaviours of concern 	<ul style="list-style-type: none"> • Be hypocritical • Contribute to rumours • Discriminate against others • Think they’re better than others • Be passive
Open	<ul style="list-style-type: none"> • Demonstrate consistency • Treat people equally • Be considerate & understanding • Be collaborative and collegiate • Deal with issues 	<ul style="list-style-type: none"> • Demonstrate favouritism & exclusion • Withhold information • Ignore issues
Respect	<ul style="list-style-type: none"> • Maintain confidentiality & privacy • Be punctual • Listen to others & accept differences • 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 arrogant • Be disrespectful • Display rudeness • Bully, harass or display aggression • Allow unacceptable behaviour
Excellence	<ul style="list-style-type: none"> • Expect and deliver excellence • Persevere to do the best job they can • Strive continuously to improve • Be professional & enthusiastic • Have the courage to question what we do 	<ul style="list-style-type: none"> • Give up • Accept mediocrity • Leave an untidy workplace

Staff at EWHS must also comply with both the Industry and organisational Code of Conduct

RISK ASSESSMENT / JOB ANALYSIS

East Wimmera Health Service 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			
<u>Work Environment</u>	Occasionally	Regularly	Continual	NA
• 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	✓			
• Travelling 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 EWHS</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 			✓	



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I acknowledge:

- That I have read and fully understand the Position Description and the position's Job Analysis.
- I agree that I have the physical ability to fulfil the inherent requirements of the position, and accept my role in fulfilling the responsibilities, activities and duties.
- I understand that the information provided is a general outline and may not encompass every aspect of the position.
- That EWHS may alter the duties of this position description if and when the need arises. Any such changes will be made in consultation with the affected employee(s).
- I understand that this is separate to the employment agreement that I will sign, outlining the terms and conditions of my employment.

Name (please print) _____

Signature _____

Date _____

Document Control

Executive Sponsor: Trevor Adem - Chief Executive Officer

Manager Responsible: Trevor Adem - Chief Executive Officer

Author(s): Trevor Adem - Chief Executive Officer

Last Review: 11/3/2021

Next Review: 11/3/2022