

Role Description

Director People and Culture - MAS3



Position Number	P24765	
Position Title	Director People and Culture	
Classification Code	MAS3	
LHN	Flinders and Upper North Local Health Network (FUNLHN)	
Directorate	People and Culture	
Location	Port Augusta or Whyalla	
Department/Unit/Ward	People and Culture	
Position reports to	P24744 Chief Executive Officer	
Delegation Level	Finance Group A, Level 2	HR Level 3
Position Created/Reviewed	August 2024	
Criminal History Clearance Requirements	Working With Children Check (WWCC) (DHS) Unsupervised contact with vulnerable groups (NPC)	
Immunisation Risk Category	Category C	

Role Context

Primary objectives of role:

The Director People & Culture is accountable to the Chief Executive Officer, of the Local Health Network for leading and managing the delivery of best practice human resources services within a business partnering framework, implementing proactive workforce strategies and interventions within services across the regions in order to drive continuous improvement, performance and accountability and a culture that assures the achievement of the organisational workforce goals and objectives.

The Director People & Culture provides support to the Chief Executive Officer and Senior Management which contributes to the achievement of SA Government, SA Health and the Local Health Network strategic goals and priorities. The position is pivotal in ensuring contemporary and appropriate responses to emerging workforce changes and challenges being experienced across SA Health.

The Director People & Culture is responsible for maintain a strategic focus whilst demonstrating strong leadership of the People & Culture agenda. The position will lead designated portfolio(s) and ensure it's professional, consistent application of people practices and services, in addition to preparing for future talent and workforce change.

The Director People & Culture will provide expert professional advice to regional leadership and senior management on HR trends, risks, and support on complex matters.

Key Result Area and Responsibilities

Strategic Leadership in HR Management, Planning, and Implementation

Provides strategic leadership and management of services across the designated portfolio(s) to ensure the achievement of strategic and operational business goals by:

- Ensuring that contemporary and emerging issues and trends that impact on strategic human resource management in LHN/ SA Health are identified, analyzed, reported on, and monitored, including close liaison with Chief Executive Officer and senior managers on the impacts, risks, and strategies.
- Leading a range of projects and programs which support LHN / SA Health and SA Government strategy (e.g. Restructures, workforce reform initiatives, employment initiatives such Aboriginal Employment Strategy).
- Leading and encouraging a culture positive employee relation as well as supporting managers in resolving complex and sensitive matters.
- Identifying, developing, implementing, and evaluating key strategic opportunities and solutions.
- Providing leadership in identifying existing activities to be reviewed and analyzed to identify opportunities for improvements and efficiencies.
- Initiating, planning, developing, and implementing strategies which improve workforce management and workforce performance.
- Participating in the development of Strategic Workforce Plans and Business Plans and support their implementation across the regions.
- Participating in the management and development of HR practices including the review of practices to ensure a consistent approach is developed and maintained.
- Providing expert contribution to the development, implementation, and evaluation of LHN human resources plans, policies and procedures, ensuring local implementation is tailored to suit the needs of the business; and

- Providing leadership to Chief Executive Officer and senior management in relation to the review and re-allocation of resources in line with industry and funding requirements to achieve effective service delivery within financial and budget framework.
- Ensuring effective liaison between LHN HR and the specialist functions of the Rural Support Service.

Team Leadership and Management

Lead, manage, motivate, and inspire team members to achieve excellence in service provision by:

- Providing leadership and support in strategic and operational decision making.
- Building the capacity of the HR and WHS functions by coaching, supporting, and developing the P&C team.
- Fostering a positive culture and safe working environment.
- Collaborating, and consulting with relevant stakeholders to ensure that reports, information, and analysis is available and appropriate to support business decisions.
- Identifying, organizing, and leading effective networks and groups, and appropriate training and development activities.
- Ensuring the effective management of human, financial and physical resources within scope of delegation/responsibility through contributing to budget preparation; and
- Monitoring and reporting on, and ensuring the appropriate planning and management of, allocated resources to achieve agreed business objectives and supporting portfolio leads to realize impacts and take action to support the outcomes.

HR & WHS Advisory and Consultancy

Ensure the provision of expert human resource advice to Chief Executive Officer, Executive Director Nursing & Midwifery, Executive Officers / Director Nursing & Midwifery and other senior managers and staff by:

- Providing a high-level expert advice on a range of complex HR and IR related issues, including but not limited to talent management, performance management and case management.
- Managing the provision of human resource / industrial advisory and consultancy services provided through agreed structures that is of high quality and consistent Government / SA Health Workforce policy and contemporary systems and practice.
- Managing the consultancy, advisory and operational Work Health & Safety (WHS) services to the LHN, facilitating continual improvement and legislative compliance in accordance with relevant Acts, Regulations, Codes of Practice, Australian Standards, and guidelines, including Work, Health and Safety Act, Workcover Performance Standards for Self-Insurers (PSFSI) and Accreditation Standards.
- Facilitating and developing a client focused business partnership approach to the delivery of HR and WHS consultancy and advice services within respective portfolios.
- Providing HR leadership, coordination, and support in relation to restructures reorganizations and other strategic initiatives.
- Researching complex human resource and employee relations issues and preparation of reports and responses to senior management, including Ministerial correspondence; and
- Providing independent, objective, and expert support and advice on complex and sensitive matters that impact on LHN / SA Health business operations

Project Management

Support workforce planning and strategy development specific to the needs of the designated portfolio(s) by:

- Providing high level strategic and operational human resource project management, advice and services that result in improved human resource service delivery and best practice human resource processes and systems.
- Implementing local workforce planning in line with the SA Health wide Workforce Planning Framework, Talent Management and contribute to the development of attraction and retention strategies for targeted groups to support local workforce priorities and critical shortage areas.
- Contributing to the development, implementation and evaluation of SA Health wide human resources plans and policies, ensuring local implementation is tailored to suit the needs of the LHN.
- Providing input and analysis of workforce statistics and Key Performance Indicators (KPI's); and
- Developing strategies which improve workforce management KPI's and workforce performance generally

Continuous Improvement

Ensuring the quality of HR/WHS functions is continually evaluated and improved through:

- Fostering a culture of risk awareness and responsiveness in relation to workforce risks.
- Providing leadership and support to HR/WHS related aspects of quality accreditation processes.
- Monitoring, evaluating, reporting and continuous improvement of services.
- Identifying key performance indicators and best practice benchmarks that will inform the development of improvements in efficiency and effectiveness of HR performance; and
- Maintaining both internal and external relationships to capitalize on the knowledge of others. Also contributing in this way in other forums and associations.

LHN P&C Effectiveness

Ensure the activities of People & Culture are customer focused by:

- Developing an integrated team approach and culture inclusive of other specialized People & Culture functions (i.e., Industrial Relations, Workforce Health etc.), which is highly responsive to the needs of the business partners and external clients:
- Contributing to the promotion and implementation of the objects and principles of the Health Care Act 2008 and Public Sector 2009 (inclusive of the Code of Ethics for the South Australian Public Sector).
- Adhering to the provisions of relevant legislation including, but not limited to, the Equal Opportunity Act 1984, Occupational Health, Safety and Welfare Act 1986, Awards and Enterprise Agreements.
- Demonstrating appropriate behaviors which reflect a commitment to the LHN and SA Health values and strategic directions.
- Participating in the organization's performance Review and Development program which will include a regular review of employee's performance against the responsibilities and outcomes of their position; and
- Undertaking training as required to attain and maintain required competency of skills and knowledge applicable to the role.

Knowledge, Skills and Experience

Essential Minimum Requirements

Educational/Vocational Qualifications

- N/A.

Personal Abilities/Aptitudes/Skills

The incumbent is required to demonstrate the ability to:

- Provide high level of interpersonal, leadership and management skills which engender trust, cooperation and confidence in customers and staff, and which gain the commitment of others to change.
- Influence senior leaders to facilitate outcomes required by the organisation. This will include the ability to present to groups of clients and manage responses and issues as they arise.
- Apply high level effective written and verbal communication skills, and able to negotiate and liaise effectively with senior management, executive level staff and unions to ensure positive outcomes for the organisation.
- Identify, foster, and promote change and organisation development strategies and initiatives, and manage, lead and initiate change management processes in a challenging environment.
- Critically analyse information, problems, and situations, think laterally, and develop creative and practical solutions that enhance operational efficiency and business outcomes.
- Identify and develop strategies to address HR risks to business or resources and to review and develop quality HR practices to increase work effectiveness.
- Lead and inspire staff by modelling high standards of work performance, providing leadership in the creation of ideas and innovation, and clearly communicating the strategic direction of SA Health.
- Manage to the spirit and principles of the premier's safety commitment and the legislative requirement of the Occupational Health Safety and Welfare Act, utilizing AS/NZS 4360 Risk Management, or to an equivalent set of standards.

Experience

The incumbent is required to have proven experience in:

- Providing leadership, direction and expert advice to senior management and executive levels on a wide range of strategic Human Resource Management matters.
- Leading a team of Human Resource professionals and various indirect Human Resource, Industrial, change or WHS professionals to obtain outcomes that are best for the organisation.
- Formulating, investigations and research into complex matters, and the preparation of recommendations, reports, and submissions.
- Facilitating exit strategies and performance misconduct hearings.
- Promoting, fostering, and maintaining positive and beneficial networks and relationships, establishing credibility with clients and stakeholders, within the public and private sectors.
- Interpreting awards, legislation and policies and applying them successfully to deliver and meet business outcomes.
- Managing complex projects of organisation or government significance.
- Developing and maintaining constructive employee association/union relationships and working effectively with these to realize improvements and change requirements. Insert essential experience

Knowledge

The incumbent is required to:

- Possess a sound understanding of the contemporary HR practices and approaches, human resource management and procedures and their application within the SA Public Sector, including awards, guidelines, EB Agreements and Codes of Practice, OHS&W, EEO and performance management processes.
- Possess a sound knowledge of leadership principles, team interventions and influencing strategies Insert essential knowledge

Desirable Characteristics

Educational/Vocational Qualifications

- Appropriate post-secondary qualification in Human Resource Management or a related discipline.

Personal Abilities/Aptitudes/Skills

- Ability to work in a complex and challenging environment, through proven prioritization skills, leadership, and resilience

Experience

- Working as generalist HR/IR/WHS practitioner

Knowledge

- A working knowledge of the industrial relations issues which impact the Health Industry

Key Relationships/ Interactions:

Internal

- Reports to the Chief Executive Officer, Local Health Network (LHN).
- Works collaboratively and in partnership with other Managers within People & Culture – Rural Support Service (RSS) and other regional LHN's.
- Provides leadership and works closely with the Chief Executive Officer and Senior Managers, other HR, IR, OD, IM Specialists within People & Culture RSS and across SA Health and with other relevant stakeholders.
- Partners with Chief Executive Officer, Executive Director Nursing & Midwifery, Executive Officers/Director Nursing & Midwifery, and other Senior Managers.
- Maintains effective relationships with employees.
- Participates as a member on a range of senior management forums as required

External

- Consults, participates, and liaises with HR and IR staff at all levels across SA Health and other Government Agencies.
- Build solid foundational and working relationships were identified with the private sector, external agencies, and relevant employee associations e.g., unions.

Direct reports:

- Senior HR Consultant (ASO6)
- Senior WHS Consultant (ASO5)
- HR Consultant (ASO5)

- Assistant HR Consultants (ASO3) and/or HR Administrative Officer (ASO2)
- Recruitment Officers (ASO3)
- Organisational Development Officer (ASO4)
- Workforce & Development Business Partner (ASO6)

Challenges associated with role:

Major challenges currently associated with the role include:

- Supporting a large, complex client base which has significant employee association demands.
- Influencing and impacting senior leader's effective leadership and decisions to support the workforce requirements of the future.
- Supporting a significant change and reform agenda.
- Managing multiple historical and significant matters impacting on teams' workloads

Special conditions:

- It is mandatory that no person, whether or not currently working in SA Health, will be eligible for appointment to a position in SA Health unless they have obtained a satisfactory National Police Certificate (NPC).
- Prescribed Positions under the *Child Safety (Prohibited Persons) Act 2016* must obtain a satisfactory Working With Children Check (WWCC) through the Department of Human Services (DHS) Screening Unit.
- *Approved Aged Care Provider Positions* as defined under the *Accountability Principles 1998* made in pursuant to the *Aged Care Act 2007 (Cth)* must obtain a satisfactory National Police Certificate (NPC) through the South Australian Police (SAPOL) or from an accredited CrimTrac Provider, confirming the clearance is for the purpose of unsupervised contact with vulnerable groups.
- Prescribed positions under the *Disability Services Act 1993* must obtain a satisfactory Disability Services Employment Screening through the Department of Human Services (DHS) Screening Unit
- Risk-Assessed roles under the National Disability Insurance Scheme (NDIS) (*Practice Standards – Worker Screening Rules 2018*) must obtain a satisfactory NDIS Working Screening Check through the Department of Human Services (DHS) Screening Unit.
- NPCs and DHS Disability Services Employment Screenings must be renewed every 3 years thereafter from date of issue.
- WWCCs and NDIS Worker Screening Checks must be renewed every 5 years thereafter from date of issue.
- Depending on work requirements the incumbent may be transferred to other locations across SA Health to perform work appropriate to classification, skills, and capabilities either on a permanent or temporary basis subject to relevant provisions of the *Public Sector Act 2009* for Public Sector employees or the *SA Health (Health Care Act) Human Resources Manual* for Health Care Act employees.
- The incumbent may be required to participate in Counter Disaster activities including attendance, as required, at training programs and exercises to develop the necessary skills required to participate in responses in the event of a disaster and/or major incident.
- Must be an Australian Resident or hold a current working visa.
- Appointment is subject to immunisation risk category requirements (see page 1). There may be ongoing immunisation requirements that must be met.

General requirements:

Managers and staff are required to work in accordance with the Code of Ethics for South Australian Public Sector, Directives, Determinations and Guidelines, and legislative requirements including but not limited to:

- *Work Health and Safety Act 2012 (SA)* maintaining your own health and safety and not place others at risk and comply with any reasonable instruction that is given to allow SA Health to comply with the WHS Act, and when relevant WHS Defined Officers must meet due diligence requirements
- *Return to Work 2014 (SA)*, facilitating the recovery, maintenance, or early return to work of employees with work related injuries / illness.
- Equal Employment Opportunities (including prevention of bullying, harassment, and intimidation).
- Meet immunisation requirements as outlined by the *Addressing vaccine preventable disease: Occupational assessment, screening, and vaccination Policy*.
- *Children and Young People (Safety) Act 2017 (SA)* 'Notification of Abuse and Neglect'.
- Disability Discrimination.
- *Independent Commissioner Against Corruption Act 2012 (SA)*.
- *Information Privacy Principles Instruction*.
- Relevant Awards, Enterprise Agreements, *Public Sector Act 2009*, *Health Care Act 2008*, and the *SA Health (Health Care Act) Human Resources Manual*.
- Relevant Australian Standards.
- Duty to maintain confidentiality.
- Smoke-free Workplace.
- To value and respect the needs and contributions of SA Health Aboriginal staff and clients, and commit to the development of Aboriginal cultural competence across all SA Health practice and service delivery.
- Applying the principles of the South Australian Government's Risk Management Policy to work as appropriate.
- SA Health / FUNLHN / other relevant departmental policies, procedures and standards.

The SA Health workforce contributes to the safety and quality of patient care by adhering to the South Australian Charter of Health Care Rights, understanding the intent of the National Safety and Quality Health Service Standards and participating in quality improvement activities as necessary.

Resilience:

SA Health employees persevere to achieve goals, stay calm under pressure and are open to feedback.

White Ribbon:

SA Health has a position of zero tolerance towards men's violence against women in the workplace and the broader community. In accordance with this, the incumbent must at all times act in a manner that is non-threatening, courteous, and respectful and will comply with any instructions, policies, procedures, or guidelines issued by SA Health regarding acceptable workplace behaviour.

Cultural statement:

FUNLHN welcomes Aboriginal and Torres Strait Islander people and values the expertise, cultural knowledge, and life experiences they bring to the workplace. FUNLHN is a culturally inclusive work environment that is respectful of Aboriginal and Torres Strait Islander culture.

Performance development

It is your responsibility to actively participate in the Performance Review and Development Program which will include a six (6) monthly review of your performance against the responsibilities and key result areas associated with your position and a requirement to demonstrate appropriate behaviours which reflect a commitment to South Australian Public Sector and FUNLHN values and strategic directions.

As a Manager you, or your delegate, are required to action the Performance Review & Development Program inclusive of six (6) monthly reviews, for all employees for whom you are responsible.

Handling of official information:

By virtue of their duties, SA Health employees frequently access, otherwise deal with, and/or are aware of, information that needs to be treated as confidential.

SA Health employees will not access or attempt to access official information, including confidential patient information other than in connection with the performance by them of their duties and/or as authorised.

SA Health employees will not misuse information gained in their official capacity.

SA Health employees will maintain the integrity and security of official or confidential information for which they are responsible. Employees will also ensure that the privacy of individuals is maintained and will only release or disclose information in accordance with relevant legislation, industrial instruments, policy, or lawful and reasonable direction.

Partnering with Consumers

The Flinders and Upper North Local Health Network is committed to involving consumers, communities and carers in the planning, design and evaluation of our health services. We do this through (but not limited to) Flinders and Upper North Local Health Network Board Consumer and Community Engagement Committee, Health Advisory Councils, Community Network Register and with consumer representation on operational committees. Furthermore, advocacy and advice is sought as appropriate from specialist support group Experts by Experience and representatives for mental health, aged care, child and youth care, disability and other groups.

Organisational Context

Organisational overview

Our mission at SA Health is to lead and deliver a comprehensive and sustainable health system that aims to ensure healthier, longer, and better lives for all South Australians. We will achieve our objectives by strengthening primary health care, enhancing hospital care, reforming mental health care, and improving the health of Aboriginal people.

SA Health is committed to a health system that produces positive health outcomes by focusing on health promotion, illness prevention and early intervention. We will work with other government agencies and the community to address the environmental, socioeconomic, biological, and behavioural determinants of health, and to achieve equitable health outcomes for all South Australians

Our legal entities

SA Health is the brand name for the health portfolio of services and agencies responsible to the Minister for Health and Ageing and the Minister for Mental Health and Substance Abuse.

The legal entities include but are not limited to Department for Health and Ageing, Central Adelaide Local Health Network, Northern Adelaide Local Health Network, Southern Adelaide Local Health Network, Women's and Children's Health Network, Barossa Hills Fleurieu Local Health Network, Eyre and Far North Local Health Network, Flinders and Upper North Local Health Network, Limestone Coast Local Health Network, Riverland Mallee Coorong Local Health Network, Yorke and Northern Local Health Network and SA Ambulance Service.

SA Health challenges

The health system is facing the challenges of an ageing population, increased incidence of chronic disease, workforce shortages, and ageing infrastructure. The SA Health Care Plan has been developed to meet these challenges and ensure South Australian's have access to the best available health care in hospitals, health care centres and through GPs and other providers.

Values

SA Health Values

The values of SA Health are used to indicate the type of conduct required by our employees and the conduct that our customers can expect from our health service:

- We are committed to the values of integrity, respect, and accountability.
- We value care, excellence, innovation, creativity, leadership and equity in health care provision and health outcomes.
- We demonstrate our values in our interactions with others in SA Health, the community, and those for whom we care.

Code of Ethics

The *Code of Ethics for the South Australian Public Sector* provides an ethical framework for the public sector and applies to all public service employees:

- Democratic Values - Helping the government, under the law to serve the people of South Australia.
- Service, Respect and Courtesy - Serving the people of South Australia.
- Honesty and Integrity - Acting at all times in such a way as to uphold the public trust.
- Accountability - Holding ourselves accountable for everything we do.
- Professional Conduct Standards - Exhibiting the highest standards of professional conduct.

As a public sector employee, you have a responsibility to maintain ethical behaviour and professional integrity standards. It is expected that you act in accordance with the Code of Ethics and contribute to a culture of integrity within SA Health.

The Code recognises that some public sector employees are also bound by codes of conduct relevant to their specific occupation and/or profession.

SA Health acknowledges culture and identity as being integral to Aboriginal health and wellbeing and is committed to improving the health of Aboriginal people.

SA Health vision for Reconciliation is the gap is closed on Aboriginal health disadvantage; and Aboriginal people share the same rights, respect and access to opportunities and benefits as all South Australians.



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Role Description Approval

I acknowledge that the role I currently occupy has the delegated authority to authorise this document:

Name: _____ **Role Title:** _____
Date: _____ **Signature:** _____

Incumbent Acceptance

I have read and understand the responsibilities associated with role, the role and organisational context and the values of SA Health as described within this document:

Name: _____ **Signature:** _____
Date: _____