



**ROLE DESCRIPTION**

<b>Role Title:</b>	Human Resource Business Partner		
<b>Classification Code:</b>	ASO6	Position Number	
<b>LHN/ HN/ SAAS/ DHA:</b>	Central Adelaide Local Health Network (LHN)		
<b>Site/Directorate</b>	Workforce Directorate		
<b>Division:</b>	Workforce		
<b>Department/Section / Unit/ Ward:</b>	HR Operations		
<b>Role reports to:</b>	Lead, HR Business Partner		
<b>Role Created/ Reviewed Date:</b>	November 2019 / January 2024		
<b>Criminal History Clearance Requirements:</b>	<input type="checkbox"/> Aged (NPC) <input type="checkbox"/> Child- Prescribed (DCSI) <input type="checkbox"/> Vulnerable (NPC) <input checked="" type="checkbox"/> General Probity (NPC)		
<b>Immunisation Risk Category:</b>	<input type="checkbox"/> Category A (direct contact with blood or body substances) <input checked="" type="checkbox"/> Category B (indirect contact with blood or body substances) <input type="checkbox"/> Category C ( <i>minimal patient contact</i> )		

**ROLE CONTEXT**

<b>Primary Objective(s) of role:</b>
<p>The Human Resource (HR) Business Partner is accountable to the Lead HR Business Partner and undertakes work, under broad direction, in the management and delivery of a significant employee relations service which targets current and future organisational needs. This requires working closely with business leaders and/or line managers to identify and achieve shared organisational objectives.</p> <p>The HR Business Partner co-leads the implementation of proactive workforce strategies and interventions within services across the designated Programs in order to drive continuous improvement, performance and accountability and a culture that assures the achievement of the organisational workforce goals and objectives.</p> <p>The HR Business Partner works closely with the Lead HR Business Partner and in partnership with the HR Operations team in conducting or co-ordinating specific employee relations issues and providing support to Executives, Directors and Senior Managers which contributes to CALHN best practice workforce management and development.</p> <p>As a member of the broader Workforce team the HR Business Partner identifies business risks and provides expert support and advice on complex matters to the team.</p>

<b>Key Relationships/ Interactions:</b>
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### Internal

- Reports to Lead, HR Business Partner and Director, HR Performance and Operations.
- Leads and works collaboratively and in partnership with other Managers and staff within the Workforce Division.
- Works closely with Executives, Directors and Senior Managers, other HR, WR, WHS Specialists, Business Support and change teams within the Division and with other relevant stakeholders.
- Partners with Executives, Directors and a diverse range of heads of departments or leaders.
- Maintains effective relationships with employees.
- Represents SA Health on whole of government committees and forums.
- Participates as a member of the HR Operations Leadership Team as required.

### External

- Has close working relationships and partnerships with the relevant officers of the Department for Health and Wellbeing, Office for the Public Sector, Crown Solicitor's Office, health portfolio, and employee representative organisations.
- Consults, participates and liaises with HR and IR staff at all levels across SA Health and Government Departments.
- Builds solid foundational and working relationships where identified with the private sector, external agencies and relevant employee associations (e.g. unions).

### **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 assisting leaders to deliver effective decisions to support the current and future workforce requirements.
- Ensuring managers are educated, informed and consulted in relation to matters within their area of responsibility.
- Supporting a significant change and reform agenda.
- Managing multiple historical and significant matters.

### **Delegations:**

Nil

### **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 Background Screening and National Criminal History Clearance.
- *Prescribed Positions* under the *Children's Protection Act (1993)* must obtain a satisfactory Criminal and Relevant History 'child-related' employment screening through the Screening and Licensing Unit, Department for Communities and Social Inclusion.
- Criminal and Relevant History Screening must be renewed every 3 years thereafter from date of issue for 'Prescribed Positions' under the *Children and Young People (Safety) Act 2017* or 'Approved Aged Care Provider Positions' as defined under the *Accountability Principles 2014* pursuant to the *Aged Care Act 2007 (Cth)*.

- Appointment is subject to immunisation risk category requirements. There may be ongoing immunisation requirements that must be met.
- 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.

### **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) and when relevant WHS Defined Officers must meet due diligence requirements.*
- *Return to Work Act 2014 (SA), facilitating the recovery, maintenance or early return to work of employees with work related injury / illness.*
- *Meet immunisation requirements as outlined by the Immunisation Guidelines for Health Care Workers in South Australia Policy Directive.*
- *Equal Employment Opportunities (including prevention of bullying, harassment and intimidation).*
- *Children's Protection Act 1993 (Cth) – 'Notification of Abuse or Neglect'.*
- *Disability Discrimination.*
- *Independent Commissioner Against Corruption Act 2012 (SA).*
- *Information Privacy Principles Instruction.*
- *Code of Fair Information Practice.*
- *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.*

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.

### **Performance Development:**

The incumbent will be required to participate in the organisation's Performance Review & Development Program which will include a regular review of the incumbent's performance against the responsibilities and key result areas associated with their position and a requirement to demonstrate appropriate behaviours which reflect a commitment to SA Health values and strategic directions.

### **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.

#### **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 Commitment:**

CALHN welcomes and respects Aboriginal and Torres Strait Islander people and values the expertise, cultural knowledge and life experiences they bring to the workplace. In acknowledgement of this, CALHN is committed to increasing the Aboriginal and Torres Strait Islander Workforce.

#### **Resilience:**

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

## Key Result Area and Responsibilities

Key Result Areas	Major Responsibilities
<p>Delivery of proactive and strategic services and support in HR Management, Planning and Implementation</p>	<p>Provide strategic HR services across the LHN to ensure the achievement of operational business goals by:</p> <ul style="list-style-type: none"> <li>• Participating in, and providing line managers with expert advice and direction on, local workforce planning initiatives in line with the SA Health wide Workforce Planning framework, which supports local workforce priorities and critical shortage areas.</li> <li>• Providing input and analysis of workforce statistics and Key Performance Indicators (KPIs) relevant to the local health site.</li> <li>• Encouraging a culture of positive employee relations, as well as supporting managers in resolving complex and sensitive matters.</li> <li>• Leading and providing expert advice and consultancy to leaders regarding the identification, development, implementation of strategic opportunities and solutions.</li> <li>• Advising and contributing to the development and implementation of HR strategies which improve workforce management and performance.</li> <li>• Monitoring workforce procedures and practice standards including coordinating their review and development to ensure a consistent approach is developed and maintained.</li> <li>• Providing expert advice with respect to organisational design and review and participating in the development and implementation of appropriate change management programs.</li> </ul>
<p>HR Business Partnering, consultancy and advice</p>	<p>Provide expert Human Resource advice to leaders and staff across the LHN by:</p> <ul style="list-style-type: none"> <li>• Providing high level expert support to the executive and managers in the sensitive and appropriate management and resolution of conflict, under-performance, misconduct, grievances, complaints and investigations.</li> <li>• Coordinating and undertaking research and investigations into complex human resource operational tasks, including grievances, appeals and reclassification assessments and providing reports and recommendation to management.</li> <li>• Liaising, consulting and negotiating with key stakeholders involved in the case management of critical, complex and sensitive cases.</li> <li>• Providing effective management of excess workers and in collaboration with WHS and Injury Management consultants with respect to the management of work injured employees.</li> <li>• Facilitating and developing a client focussed business partnership approach to the delivery of HR consultancy and advice services within respective Programs.</li> <li>• Researching complex employee relations issues and preparing reports and responses to senior management, including Ministerial correspondence.</li> <li>• Providing independent, objective and expert support and advice on complex and sensitive matters that impact on SA Health and/or Central Adelaide LHN business operations.</li> </ul>

Key Result Areas	Major Responsibilities
	<ul style="list-style-type: none"> <li>• Providing employee relations leadership, coordination and support in relation to restructures and reorganisations.</li> <li>• Providing expert contribution 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 site.</li> <li>• Developing strategies and facilitating/negotiating outcomes relevant to industrial matters in collaboration, where necessary with the Manager, HR Operations to identify risks and mitigations.</li> <li>• Developing strategic interventions for team effectiveness and dynamics to find and/or facilitate appropriate outcomes.</li> </ul>
Employee Relations Services	<p>Contribute to the provision of an effective high level employee relations consultancy and advisory service to health units and other client groups in a timely and effective manner by:</p> <ul style="list-style-type: none"> <li>• Providing timely and accurate advice, recommendations and support to clients and management on the interpretation and application of Government and SA Health workforce policies, determinations and entitlements, and State Awards and agreements.</li> <li>• Liaising and advocating with relevant stakeholders to promote appropriate best practice employee relations/workforce management.</li> <li>• Participating in major workforce reviews.</li> <li>• Providing risk management advice relevant to workforce management.</li> </ul>
Project Management	<p>Support workforce planning and strategy development specific to the needs of the LHN by:</p> <ul style="list-style-type: none"> <li>• Identifying, developing, delivering and evaluating projects to address operational needs such as restructuring, implementation of new policy and/or procedures and recruitment initiatives.</li> <li>• Providing leadership with operational workforce project management, advice and services that result in improved HR Operations service delivery and best practice human resource processes and systems.</li> <li>• 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.</li> <li>• Developing, implementing and evaluating significant workforce projects which may be at a LHN or SA Health-wide level.</li> </ul>
Continuous Improvement	<p>Ensure continuous improvement across the HR function through:</p> <ul style="list-style-type: none"> <li>• Participating in the development and application of whole of Health HRM policies and procedures, ensuring the implementation of relevant requirements resulting from the introduction of Enterprise Bargaining Agreements and Award variations at the local level.</li> <li>• Ensuring the development, promotion and maintenance of a culture of risk awareness and responsiveness in relation to workforce risks.</li> </ul>

Key Result Areas	Major Responsibilities
	<ul style="list-style-type: none"> <li>• Providing expert advice and support to employee relations related aspects of quality accreditation processes.</li> <li>• Managing the identification of key performance indicators and best practice benchmarks that will promote the development of improvements in efficiency in HR performance.</li> <li>• Developing and maintaining internal and external relationships to capitalise on the knowledge of others. Also contributing in this way in other forums and associations.</li> <li>• Ensuring the development of procedures, practice guidelines and quality indicators are aligned with SA Health Workforce requirements and local area needs.</li> <li>• Managing the development and implementation of strategies to improve customer service and relationships.</li> </ul>
Learning & Development	<p>Support the upskilling of the HR Operations team members and leaders across the LHN through:</p> <ul style="list-style-type: none"> <li>• Managing and contributing to the design and implementation of internal leadership training programs that targets specific areas identified through business partnering.</li> <li>• Facilitating the provision of information and training to line managers and staff on contemporary, accountable people management issues, legislative compliance requirements and industrial regulations.</li> <li>• Providing accurate and relevant information through building knowledge capacity across the HR Operations team.</li> </ul>
Divisional Effectiveness	<p>Ensure the delivery of customer focussed HR Operations activities and projects by:</p> <ul style="list-style-type: none"> <li>• Operating within SA Health wide Workforce policies and procedures which lead to a standardised, best practice system of Human Resource Management service provision across SA Health.</li> <li>• Participating in a culture, which is highly responsive to the needs of our business partners and external clients.</li> </ul>
Stakeholder Relationship Management and Liaison	<p>Establish positive working relationships with key internal and external stakeholders, and conduct high level liaison and negotiation to support LHN objectives by:</p> <ul style="list-style-type: none"> <li>• Developing and maintaining professional working relationship with key internal and external workforce related stakeholders, to ensure a coordinated approach to workforce management and service provision across the LHN.</li> <li>• Ensuring the establishment and maintenance of an effective consultative industrial network with relevant health system staff.</li> <li>• Establishing sound working relationships with LHN Managers, which supports the responsive and appropriate addressing of their workforce relations objectives.</li> <li>• Initiating, developing and maintaining appropriate working relationships with other agencies to ensure appropriate integration of wider Government objectives and expectations.</li> <li>• Delivering expertise to inform and support the development of SA Health wide workforce relations reporting, policy and</li> </ul>

Key Result Areas	Major Responsibilities
	<p>procedures, including advocating Workforce Directorate strategic objectives in LHN forums, as required.</p> <ul style="list-style-type: none"> <li>• Providing advice to directors and managers on a range of complex and sensitive workforce relations related issues.</li> </ul>
<p>Contribution to the effective operation of the Division</p>	<p>Ensure the activities of HR Operations are customer focussed by:</p> <ul style="list-style-type: none"> <li>• Developing an integrated team approach and culturally inclusive of other locally based Workforce Services (i.e. Human Resources, Business Support, Organisational Learning and Development and WHIMS), which is highly responsive to the needs of business partners and external clients.</li> <li>• Contributing to the promotion and implementation of the objects and principles of the Health Care Act 2008 and Public Sector Act 2009 (inclusive of the Code of Ethics for the South Australian Public Sector).</li> <li>• 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.</li> <li>• Demonstrating appropriate behaviours that reflect a commitment to the Department for Health and Wellbeing values and strategic directions.</li> </ul>



## **Knowledge, Skills and Experience**

### **ESSENTIAL MINIMUM REQUIREMENTS**

#### **Educational/Vocational Qualifications:**

- Nil

#### **Personal Abilities/Aptitudes/Skills:**

- Demonstrated leadership and management skills to motivate and influence others in an environment of change, understand interpersonal conflict, identify effective strategies for resolution and support line management to achieve positive outcomes.
- Demonstrated ability to build and sustain effective collaborative working relationships and business partnerships with clients.
- Proven high level interpersonal skills, particularly in relation to dealing with senior officers and officials of industrial organisations.
- Demonstrated effective verbal communication and negotiation skills and ability to liaise with all levels to influence outcomes and gain support and commitment.
- Demonstrated effective writing skills and ability to prepare complex reports that highlight options and risk for Executives on complex and politically sensitive issues.
- Proven ability to analyse and solve complex situations and problems, and apply practical solutions to achieve business outcomes.
- Demonstrated ability to research and undertake sensitive and/or complex investigations and projects, analyse and summarise information, and develop and report on appropriate policies, strategies and solutions.
- Demonstrated ability to work independently, under broad direction, exercise judgement and delegated authority in decision making and identify performance outcomes and set priorities to achieve objectives and meet deadlines, often in a context of competing priorities and expectations.

#### **Experience**

- Demonstrated experience in the provision of high level workforce relations advisory and consultancy services, analytical assessment and negotiation of sound workforce outcomes.
- Experience in the research, development, implementation, and interpretation of employee relations policies, practises and procedures.
- Proven experience in effectively dealing with a range of individuals, particularly senior level staff.
- Proven experience planning, developing and implementing changes to procedures/systems within and across work groups.
- Demonstrated experience in delivering effective human resource services including providing complex advice on strategic and operational matters.
- Experience interpreting awards, legislation and policies, and applying them successfully to deliver business outcomes.
- Experience representing an agency/organisation under broad direction in industrial forums.

#### **Knowledge**

- Significant knowledge of contemporary HR practices and approaches, human resource management and procedures and their application with the SA Public Sector, including awards, guidelines, EB Agreements and Codes of Practice, WHS, EEO and performance management processes and quality improvement Seniors and procedures.
- Knowledge of the health sector and associated workforce relations issues.
- Sound knowledge of the legislative framework within which employee relations operates.
- Possess a sound understanding of the impact of change and organisational development methodologies.

## **DESIRABLE CHARACTERISTICS**

### **Educational/Vocational Qualifications**

- Relevant tertiary qualification(s), such as Law, Human Resource Management or Industrial Relations.

### **Personal Abilities/Aptitudes/Skills:**

- Ability to inspire staff by modelling high standards of work performance, creativity and innovation and clearly communicate the strategic direction of the organisation.

### **Experience**

- Experience in the provision of human resource/industrial relations consultancy services within the health sector.

### **Knowledge**

- Awareness of public sector organisation and operations, and in particular, SA Health.
- An understanding of current issues in public sector management, particularly as they affect SA Health.

## 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 Wellbeing. The Department for Health and Wellbeing is an administrative unit under the Public Sector Act 2009.

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

### 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.

### Central Adelaide Local Health Network:

CALHN is one of five Local Health Networks (LHNs) in South Australia established in July 2011. CALHN is responsible for the following health services:

- Royal Adelaide Hospital (RAH)
- The Queen Elizabeth Hospital (TQEH)
- Hampstead Rehabilitation Centre (HRC)
- St Margaret's Rehabilitation Hospital (SMRH)
- Glenside Health Service (GHS) Psychiatric Intensive Care Unit; Inpatient Rehabilitation Services and Acute beds only
- Adelaide Dental Hospital (ADH).

CALHN also has governance over numerous community mental health and primary health services including Prison Health Service, SA Dental Service and DonateLife SA. Of note also is governance of the Statewide Clinical Support Services (SCSS) including Imaging, Pathology and Pharmacy, responsibility of which has vacillated between CALHN and DHW over the past few years.

CALHN is one of three metropolitan LHNs and its core population is approximately 390,000 people. CALHN also provides services to patients from other SA networks, rural and remote areas, the Northern Territory, NSW (Broken Hill) and western parts of Victoria. These services usually relate to complex services such as head and neck cancer, radiation therapy, cardiac surgery, spinal surgery or rehabilitation.

CALHN's purpose is to deliver quality and sustainable healthcare. While the delivery of high quality patient care is our number one priority, we face a significant challenge in achieving financial sustainability. A quality-assured financial recovery plan has been developed to meet these challenges. Through effective leadership and change management, the plan which is applicable to all Directorates and departments, will be implemented over the next three years.

## Values

### Central Adelaide Local Health Network Values

Our shared values confirm our common mission by promoting an organisational climate where the patient's needs are put first and where the teamwork and professionalism of our workforce help us to attract and retain the best staff. These values guide our decisions and actions.

<b>Patient Centred:</b>	Our patients are the reason we are here and we will provide the best service to our patients and customers
<b>Team Work:</b>	We value each other and work as a team to provide the best care for our patients
<b>Respect:</b>	We respect each other, our patients and their families by recognising different backgrounds and choices, and acknowledging that they have the right to our services
<b>Professionalism:</b>	We recognise that staff come from varied professional and work backgrounds and that our desire to care for patients unites our professional approach to practice

### 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.

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

## Approvals

### Role Description Approval

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

**Name:** \_\_\_\_\_ **Role Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

### Role Acceptance

#### Incumbent Acceptance

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

**Name:** \_\_\_\_\_ **Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_