



Restructure Consultation Paper
Human Resources, Culture & Capability
People and Culture

May 2026



Comments or feedback on this proposal can
be submitted in writing to the Office of the
Chief Executive

SESLHD-OfficeoftheCE@health.nsw.gov.au

By: Friday 22 May 2026

Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1	09/03/2026	Initial Document	Louise Johnson, Acting Director People and Culture
2	01/05/2026	Document revised and updated by Office of the Chief Executive on behalf of the Chief Executive.	Nicole McGregor, Acting Head, Office of the Chief Executive

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1. Overview of SESLHD Human Resources, Culture & Capability – People and Culture Directorate

1.1 Background

The People and Culture (P&C) vision is to foster a culture and environment in which our staff can reach their full potential by enabling our leaders and our people in delivering an exceptional employee and patient experience through the provision of contemporary people solutions and expert advice.

The Human Resources, Culture & Capability team sits within the P&C Directorate and comprises three integrated functions: Human Resources Business Partnering, Employee and Industrial Relations, and Culture & Capability. These teams work in partnership to build and sustain an engaged, capable and high-performing workforce by providing strategic and operational support to strengthen people management practices, enhance workforce capability and promote a positive workplace culture that aligns with SESLHD's commitment to 'Exceptional Care, Healthier Lives'.

The HR Business Partnering team provides a critical service to leaders through the delivery of expert and strategic advice across a broad range of people management matters. This includes organisational change management and restructures, building leadership capability, coaching and supporting leaders on various people management issues, job evaluation and design, supporting local Industrial disputes, data analysis and reporting to contribute to effective decision-making, supporting the grievance resolution process and leading initiatives to strengthen workplace culture. Through a structured Business Partnering model, the team works collaboratively with SESLHD leaders and acts as a conduit between Business Partnering and the broader People and Culture team, utilising specialist advice to support the achievement of strategic and organisational goals.

The People Assist Hub, operated by HR Consultants within the HR Business Partnering team, serves as SESLHD's P&C advice line, providing advice to staff and managers on a range of general P&C matters, including leave entitlements, Award interpretation, policy guidance and workforce systems and process enquiries.

The Employee & Industrial Relations team holds District-wide responsibility for the formal case management of highly complex and sensitive matters relating to complaints and grievances, performance management and matters relating to employee conduct. The team manages investigations and misconduct processes, matters requiring notification to external organisations, bullying/discrimination/harassment complaints, reportable conduct matters, and termination processes, ensuring legislative compliance and procedural fairness. The team is also responsible for the strategic and timely management of complex, district-wide Industrial Disputes and provides specialist industrial relations advice on employment issues, such as the interpretation and application of Awards, policies, Industrial legislation and employment contracts. Their expertise and knowledge extend to managing tribunal matters in:

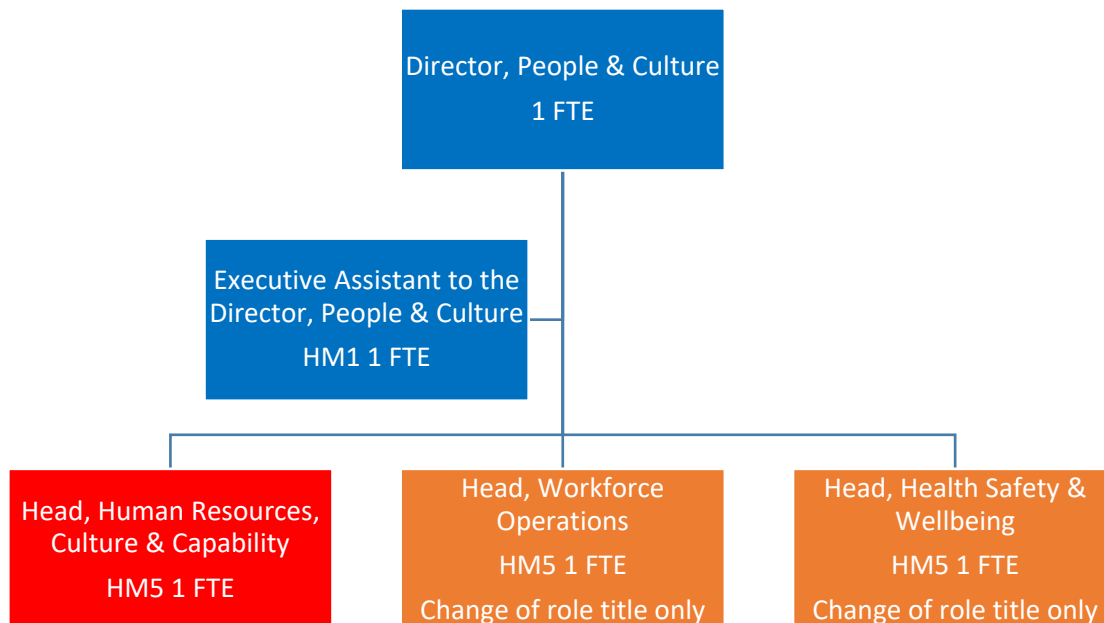
- NSW Anti-Discrimination Board (NSWADB)
- NSW Industrial Relations Commission (NSWIRC)
- NSW Civil and Administrative Tribunal (NCTA)
- Australian Human Rights Commission (AHRC)
- Chief Industrial Magistrates Court (NCAT)

The Culture & Capability team leads the effective development and implementation of a suite of programs and initiatives which build workforce capability. This includes the coordination of Corporate Orientation and SESLHD’s district-wide Recognition programs, culture and engagement initiatives, employee experience programs, and the development and implementation of leadership, performance and talent projects to strengthen workforce capacity and capability.

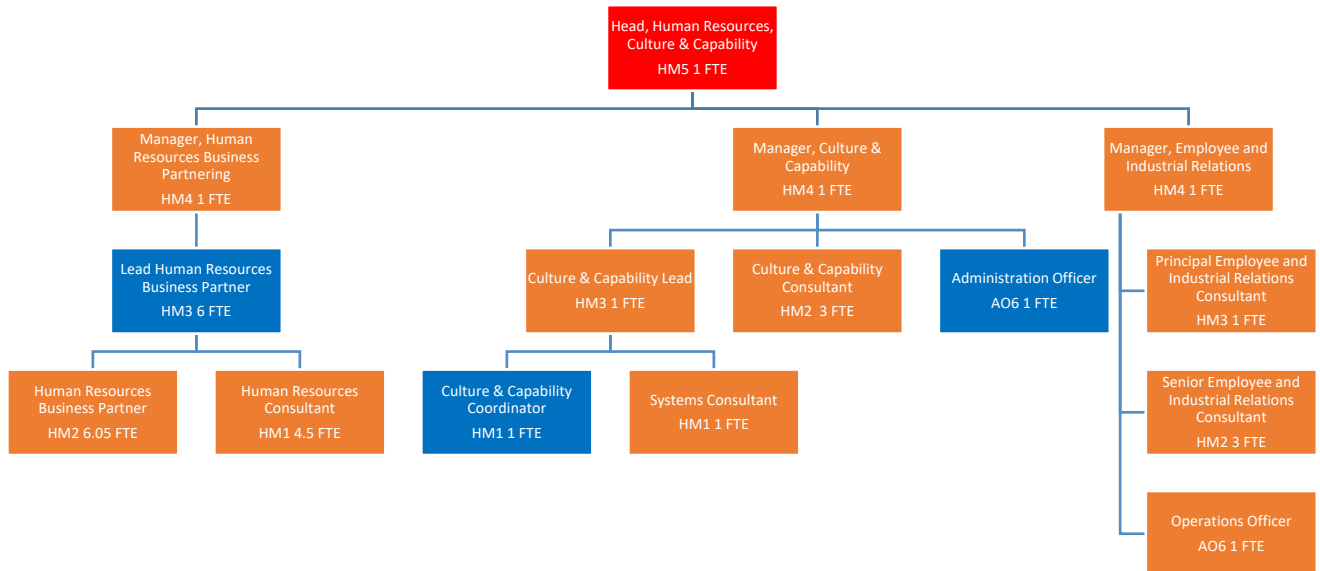
1.2 Current Organisation Structures



1.2.1 People and Culture Leadership Team



1.2.2 Human Resources, Culture & Capability



2.1 Case for Change

The 2021 Human Resources Advisory Services Unit and Workforce Operations restructure established three distinct service functions: the Employee Relations team, P&C Business Partnering team, and the People Assist Hub. This design was created to enable:

- The Employee Relations team to manage the majority of employee related concerns and investigations by adopting an end-to-end case management approach to significantly reduce the length of time to resolve these issues.
- The Business Partnering team to support people leaders to manage their teams effectively and develop high-performing, capable teams.
- The People Assist Hub to provide a single point of contact for all general P&C enquiries, and to enable the HRBP team to focus on strategic and proactive work.

In 2023, the People Assist Hub Officer roles were regraded from an Administration Officer Level 6 to a Health Manager Level 1, creating more Human Resources Consultant positions to provide additional support to their respective HR Business Partnering portfolios while continuing to deliver advisory services through the People Assist Hub.

Separately, the Industrial Relations function was combined with the Employee Relations team in 2023 to reduce crossover and duplication of work between the two functions, and to improve career development, succession planning and collaboration.

While these changes have supported and strengthened functional specialisation within the Human Resources, Employee and Industrial Relations functions, the current resourcing profile of the Employee and Industrial Relations team is insufficient to meet the volume and complexity of casework undertaken by the team. The average number of active Employee Relations cases per month increased by 68.5% between the 2022/2023 FY and 2024/2025 FY. This growth in demand, which is exceeding current resource capacity, has resulted in significant increases to average investigation timeframes and workload pressures.

In addition, significant amendments to the Industrial Relations Act 1996 (NSW) and the Work Health and Safety Act 2011 (NSW) made by the Industrial Relations and Other Legislation Amendment (Workplace Protections) Act 2025 (NSW), have expanded employer responsibilities and the jurisdiction of the Industrial Relations Commission in matters relating to bullying and sexual harassment. These reforms will further increase both the volume and complexity of cases managed by the Employee and Industrial Relations team, as they require a high level of technical expertise to manage them appropriately.

There are also inconsistencies in the scope and complexity of work undertaken by the HR Consultants across their client groups. Under the direction of their Lead HR Business Partner, a HR Consultant may assist with the provision of policy, Award and legislation advice, manage grading applications and position description reviews, support change management processes, coaching managers in managing grievances, performance and sick leave concerns, drafting correspondence and providing administrative support. The extent to which these responsibilities are undertaken varies depending on the HR team's resourcing and client group demands, with some HR Consultants performing across a complex and broad scope of work, while others predominately undertake administrative functions. Inconsistencies in role scope and exposure limits equitable access to development opportunities, reduces role clarity and may impact career progression.

Furthermore, a review of current Human Resources, Culture & Capability role titles has identified inconsistencies when compared with other metropolitan LHDs and the broader government sector, creating confusion regarding role scope and seniority, and may negatively impact the ability to attract and recruit to our roles. To improve consistency and strengthen workforce attraction, recruitment and mobility between government agencies, it is proposed to align role titles with the People and Culture for Future Health's (PCFH) 'P&C Role Toolkit'. This includes the removal of 'Industrial Relations' from the role titles of staff working in the Employee and Industrial Relations team. This will assist in consolidating Employee Relations and Industrial Relations as a single function and will not impact the current responsibilities undertaken by the team. The use of the 'Consultant' in a role title is no longer used by NSW Government due to the public perception that these are private contractors. These proposed name changes can be viewed in Section 2.2 and 3.1 of this document.

The creation of a 1FTE Deputy Director and Legal Counsel (proposed grade HM 6) will strengthen the People and Culture leadership team and enable leave cover for the Director People and Culture. The role provides senior subject matter expertise to the Chief Executive and Executive team in employment legislation and industrial relations matters and will lessen the reliance on seeking legal advice from external legal organisations. This will significantly reduce legal costs for the District. This is consistent with other similar roles in People and Culture at other Local Health Districts. It will also provide leadership and operational management of the Employee Relations function.

There are currently 4.5 FTE HR Consultants (HM1) within the HR Business Partnering team, reporting to different Lead HR Business Partners. It is proposed to realign existing workforce resources to better reflect current service demand in the Employee Relations team. This includes the deletion of 3.5 FTE HR Consultant (HM1) positions within the HR Business Partnering team to create:

- **0.8 FTE Employee Relations Specialist (HM2)** – this position will be responsible for case management of Employee Relations matters and conducting investigations, supporting existing team resources with the increasing case management workload.
- **2.5 FTE People and Culture Advisors (HM1)** – these positions will be responsible for supporting the Employee Relations team with their investigations, including drafting correspondence and documentation, providing legislative, Award and policy advice through the People Assist Hub, and assisting with reporting obligations.

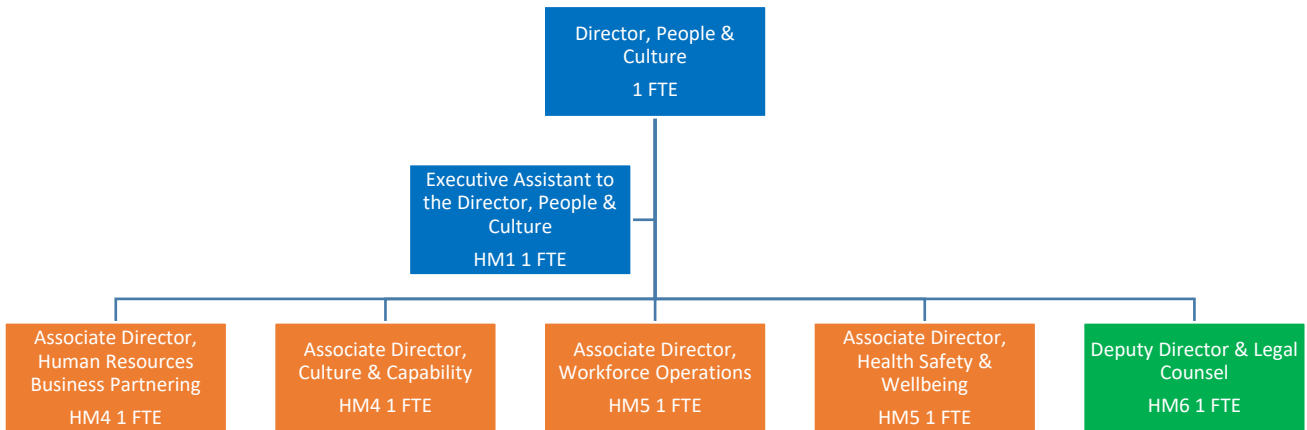
The creation of these roles will significantly improve the capacity of the Employee Relations team to manage increasing case volumes and the complexity of matters arising from legislative amendments. This will also enable the transition of the People Assist Hub to a single reporting line under the Lead Employee Relations Specialist, establishing a clear and consistent escalation pathway for complex queries and issues and providing coordinated oversight of Hub operations.

Furthermore, it is proposed that the remaining 1 FTE HR Consultant (to be retitled HR Advisor) will support the Manager, Human Resources Business Partnering and the wider HR Business Partnering team in delivering generalist HR services. This will include, but is not limited to, providing HR advice and guidance, consolidating reports and metrics to aid evidence-based decision making, and contributing to wider People and Culture initiatives and interventions, such as developing tools, guides and frameworks to strengthen stakeholder leadership capability. This role will also support career development and progression pathways within the HR Business Partnering team.

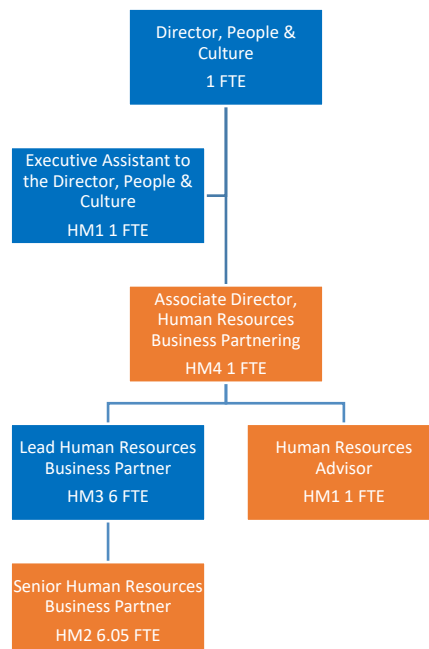
2.2 Proposed Organisation Structure



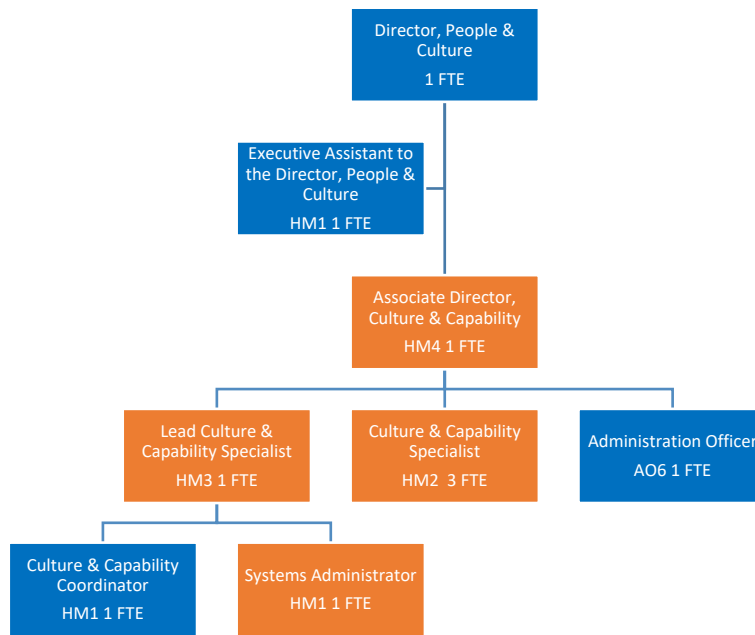
2.2.1 People & Culture Leadership Team



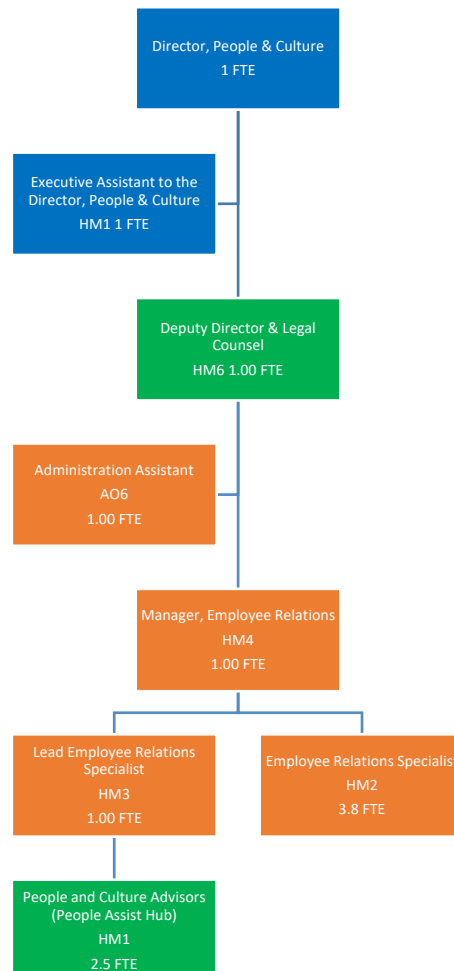
2.2.2 Human Resources Business Partnering



2.2.3 Culture & Capability



2.2.4 Employee Relations



3. Proposed changes to Positions

3.1 Deleted Positions

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Head, Human Resources, Culture & Capability, HM5, 1 FTE	This position is proposed to be deleted.	Filled	Yes
2.	Human Resources Consultant, HM1, 4.5 FTE	3.5 FTE will be deleted to create 2.5 FTE People & Culture Advisors (HM 1), and 0.8FTE Employee Relations Specialist (HM 2)	3.5FTE filled 1 FTE vacant	Yes, all proposed to be matched to the HR Advisor, or People & Culture Advisor roles

3.2 Positions with Changes to FTE, Role Titles and/or Reporting Lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	Manager, Employee and Industrial Relations, HM4, 1 FTE	Change in reporting line from 'Head, Human Resources, Culture & Capability' to 'Deputy Director & Legal Counsel'. Change in role title from 'Manager, Employee and Industrial Relations' to 'Manager, Employee Relations'	Filled	Yes, reporting line change
2	Principal Employee and Industrial Relations Consultant, HM3, 1 FTE	Change in role title from 'Principal Employee and Industrial Relations Consultant' to 'Lead Employee Relations Specialist'	Filled	No
3	Senior Employee and Industrial Relations Consultant, HM2, 3 FTE	Increase from 3 FTE to 3.8 FTE. Change in role title from 'Senior Employee and Industrial Relations Consultant' to 'Employee Relations Specialist'.	Filled	No
4	Operations Officer, AO6, 1 FTE	Change of reporting line from 'Manager, Employee and Industrial	Filled	Yes, reporting line change

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
		<p>Relations' to 'Deputy Director & Legal Counsel'</p> <p>Change in role title from 'Operations Officer' to 'Administration Assistant'</p>		
5	Manager, Human Resources Business Partnering, HM4, 1 FTE	<p>Change of reporting line from 'Head, Human Resources, Culture & Capability' to 'Director, People & Culture'.</p> <p>Change in role title from 'Manager, Human Resources Business Partnering' to 'Associate Director, Human Resources Business Partnering'.</p>	Filled	Yes, reporting line change
6	Human Resources Business Partner, HM2, 6.05 FTE	Change of role title from 'Human Resources Business Partner' to 'Senior Human Resources Business Partner'	Filled	No
7	Human Resources Consultant, HM1, 4.5 FTE	<p>Change of role title from 'Human Resources Consultant' to 'Human Resources Advisor'</p> <p>3.5 FTE of current 4.5 FTE will be deleted. Affected employees to undertake an expression of interest for remaining 1 FTE Human Resources Advisor and newly created 2.5 FTE Employee Relations Advisors.</p>	3.5 FTE filled 1 FTE vacant	Yes
8	Manager, Culture & Capability, HM4, 1 FTE	<p>Change of reporting line from 'Head, Human Resources, Culture & Capability' to 'Director, People & Culture'.</p> <p>Change in role title from 'Manager, Culture &</p>	Filled	Yes, reporting line change

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
		Capability' to 'Associate Director, Culture & Capability'.		
9	Culture & Capability Lead, HM3, 1 FTE	Change in role title from 'Culture & Capability Lead' to 'Lead Culture & Capability Specialist'	Filled	No
10	Culture & Capability Consultant, HM2, 3 FTE	Change in role title from 'Culture & Capability Consultant' to 'Culture & Capability Specialist'	Filled	No
11	Systems Consultant, HM1, 1 FTE	Change in role title from 'Systems Consultant' to 'Systems Administrator'	Filled	No
12	Head, Workforce Operations, HM5, 1 FTE	Change in role title from 'Head, Workforce Operations' to 'Associate Director, Workforce Operations'	Filled	No
13	Head, Health Safety & Wellbeing, HM1, 1 FTE	Change in role title from 'Head, Health Safety & Wellbeing' to 'Associate Director, Health Safety & Wellbeing'	Filled	No

3.2 New Positions

No.	Position Title	Summary of Proposed Change
1	Deputy Director & Legal Counsel, HM6, 1 FTE	Creation of 1 FTE HM6 Deputy Director & Legal Counsel, reporting to the Director, People & Culture
2	People and Culture Advisor, HM1, 2.5 FTE	Creation of 2.5 FTE HM1 People and Culture Advisor positions, reporting to the Lead Employee Relations Specialist HM3.

4. Consultation

Development of the Proposal

Key stakeholders outlined below were consulted in developing the proposal:

- Chief Executive
- A/Chief Executive
- A/Director People & Culture
- A/Head of HR Culture and Capability

Consultation Plan

Consultation will occur with affected employees and will also require consultation with the Health Services Union, in line with NSW Health PD2012_021 *Managing Excess Staff of the NSW Health Service* on release of the Restructure Consultation Paper.

Senior managers will have individual discussions with all position holders who are affected by the proposal during the consultation period. There will be discussion with all impacted staff to support open and transparent communication.

5. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Restructure Consultation documents drafted	Restructure Consultation Paper	March 2026
Initial consultation period / awareness discussions with Executive	Meet with A/Director People & Culture	March-April 2026
Consultation period with staff and unions commences	Restructure Consultation Paper and draft position descriptions	4 May 2026
Consultation period closes	-	22 May 2026
Feedback reviewed and considered.	Restructure Consultation Paper Feedback from consultation	w/c 25 May 2026
Final consultation document incorporating any changes identified during consultation circulated	Restructure Consultation Paper (Final)	w/c 8 June 2026
Approval by Chief Executive of the final structure and to proceed with implementation		w/c 8 June 2026

Written advice issued to affected/impacted staff	Letter to advise of 'affected/impacted status'	w/c 15 June 2026
Process of direct matching of affected staff to positions in the new structure	Letter to advise of matching to position	w/c 15 June 2026
Vacant positions advertised	Through merit selection recruitment process	w/c 22 June 2026
Selection process for positions commences	Assessment of applications and interviews	w/c 6 July 2026
Written advice issued to staff appointed to positions	Letter to advise of appointments	w/c 6 July 2026
Employees not matched to permanent or temporary position to be referred to Workforce mobility Placement team (WMP) at Premiers department for 8 week period.	WMP to seek suitable positions within other Government agencies	w/c 6 July 2026
Employees not matched to positions by WMP to be declared excess employees.	Letter issued to employees offering voluntary redundancy or option to seek employment for three-month period.	w/c 6 July 2026

6. Position Descriptions

No.	Document description	Internal Ref.
1.	Deputy Director & Legal Counsel – HM 6 (proposed)	T26/15587
2.	People & Culture Advisor – HM1	T26/15590
3.	Human Resources Advisor – HM1	T26/14465

7. Endorsement

Executive Sponsor

Name	Kate Hackett
Position Title	Chief Executive
Date	1 May 2026

Position Description



Facility/Service	South Eastern Sydney Local Health District
Department	People and Culture
Manager	Director People and Culture
Position Number	tbc
Cost Centre	180975

Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (*) are mandatory

Does this role require Job Demand Check List?	YES	
Position Description Title *	DEPUTY DIRECTOR & LEGAL COUNSEL PEOPLE & CULTURE	
Does this role require Multiple Awards? Specific classifications (if applicable):	NO	
Award*	Health Managers (State) Award	
Position Classification*	Health Manager Level 6	
Job Category Coding (ROB)*	Industrial Relations	
Job Classification Coding (ROB)*	Industrial Relations Management	
Speciality Coding (ROB)	N/A	
Does this require Senior Executive Level Standards?	NO	
Does this role manage or supervise others?*	YES	
Primary Purpose of the role* A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"	(Mandatory)	The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it. The Deputy Director and Legal Counsel is the senior specialist in employment legislation and industrial relations matters providing high level guidance and subject matter expertise to the Chief Executive and Executive leadership team. The role leads and manages the Employee Relations team to deliver a range of services that proactively manage and mitigate risk across the Local Health District. Reporting to the Director People and Culture, the role is a member of the People and Culture senior leadership team, and deputises for the Director People and Culture.
	(Free Text)	

Section 2 – Key Accountabilities

Describe what is expected of the position and express the end results required of the position. Each accountability statement should comprise a responsibility and an expected outcome. This part of the position description describes "what" is performed and "why" it is performed.

<p>Standard Key Accountabilities*</p>	<p><i>(Free Text)</i></p>	<ul style="list-style-type: none"> • Provide strategic and operational leadership and direction to deliver a high quality employee and industrial relations service in line with People and Culture and SESLHD strategic objectives, and to ensure policy, legal, legislative and regulatory compliance is met to the appropriate standards • Provide complex and specialised advice and recommendations to the Director People and Culture, and the SESLHD Executive Leadership team in relation to employment law, workforce strategies and broader public sector government reforms to ensure policies, strategies, and practices are applied effectively and consistently, mitigate risk and maximise organisational safety • Develop strategies to enhance industrial and employee relations within the SESLHD, including industrial engagement strategies for employees, unions, legal counsel, Ministry of Health Workplace Relations and Management branch and various industrial courts and tribunals. • Represent SESLHD with external stakeholders and parties, as required, in relation to workplace and industrial relations, policy and workforce planning, including the NSW Ministry of Health, tribunals and other relevant jurisdictions. • Support the Director People and Culture in the development of succession planning within the People and Culture directorate and manage, coach, mentor and support the teams to ensure quality of services across the LHD to ensure consistency, best practice and compliance with appropriate policies. • Ensure financial responsibility and accountability within Employee Relations team, and develop and implement financial strategies that will ensure financial targets and key performance indicators are met including monitoring, measuring and reporting on strategies and achievements within agreed formats and timeframes. • Develop continuous improvement strategies to increase the effectiveness of existing service delivery, practices and operational procedures of Employee Relations to facilitate SESLHD service improvement • Recruit, coach, mentor and performance develop Employee Relations staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit
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		<ul style="list-style-type: none"> • Uphold the highest standards of professionalism at all times by performing the functions of this role efficiently, economically, fairly, impartially and with integrity and by actively advocating organisational principles and values, to ensure that Health Service and Government expectations are met • Maintain responsibility for personal and professional development by participating in training/education activities and performance reviews/appraisals in order to continuously improve the level of management and leadership in the service • All staff are expected to take reasonable care that their actions do not adversely affect the health and safety of others, that they comply with any reasonable instruction that is given them and with any reasonable policies/procedures • Comply with and implement the NSW Health Work Health and Safety Better Practice Procedures by identifying, assessing, eliminating/controlling and monitoring hazards and risks within the workplace, to the extent of delegated authority for the role.
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Section 3 – Key Challenges

This section describes the complexity of the job, the influences on it, and the influence that it has. The Key Challenges should not restate the Key Accountabilities. We recommend not to have more than 2-3 "Key Challenges" in total. Write two or three sentences concise statements

Challenges	<ul style="list-style-type: none"> ▪ Developing an appropriate balance between the need to address immediate operational issues and the need to plan strategically, with regard to longer term implications and objectives ▪ Responding and participating proactively to changes in State and MoH policy, health legislation, procedures and practices and to changes in the needs and priorities of members of the workforce ▪ Facilitating the engagement and input of multiple stakeholders with diverse interests and competing priorities
Decision Making	<ul style="list-style-type: none"> ▪ The Deputy Director and Legal Counsel has substantial autonomy in the management of staff and other resources of the Employee Relations team including managing the performance for others to achieve work objectives. ▪ Undertakes negotiations around timelines for delivery of services. ▪ Consistently managing staff and manager expectations in responding to contentious issues and demands
Communication	<ul style="list-style-type: none"> ▪ Internally, the Deputy Director and Legal Counsel is required to communicate regularly with SESLHD Chief Executive and Executive leadership team, managers and staff

	<ul style="list-style-type: none"> Externally, the Deputy Director and Legal Counsel will develop and maintain effective relationships with Industrial and Professional Associations, Ministry of Health Workplace Relations and Legal branches, Industrial Relations Commission
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Section 4 – Key Relationships

The key Internal/External stakeholders and customers the role is expected to interact with routinely, rather than periodically. Concentrating on those communication requirements that are critical to the achievement of the role’s primary objective(s).

Key Internal Relationships	Who?	Director People and Culture
	Why?	Reporting to direct line manager for performance and outcomes
	Who?	Chief Executive and Executive team
	Why?	Provide high level advice and expertise to minimise risk and maximise organisational safety
	Who?	Direct Reports
	Why?	Provide management and leadership
Does this role routinely interact with external stakeholders ?		YES
Key External Relationships	Who?	Ministry of Health
	Why?	Maintain collaborative relationships and provide timely and accurate reports
	Who?	Industrial and Professional Associations
	Why?	Work co-operatively to foster mutual support for respective responsibilities
Is this a Public Senior Executive Role which manages relationship at the Ministerial level?		NO

Section 5 – Staffing/Responsible for

Number of direct and indirect reports to position.

Direct Reports	2 <i>fte</i>
Indirect Reports	7.3 <i>fte</i>

Section 6 – Financial Delegation

Note either “as per delegation manual” or “other”, if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	<i>As per SESLHD Delegations Manual</i>
Other \$	<i>As per SESLHD Delegations Manual</i>

Section 7 – Essential Requirements

Information (where relevant) about essential role requirements, such as: whether the role is identified, qualifications requirements, employment screening checks, licence requirements etc.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> All staff are required to complete and submit a Pre-employment Health Declaration Form
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		<ul style="list-style-type: none"> • Dependant on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check • <i>Staff who supervise others:</i> As a leader you are expected to actively support and demonstrate your commitment to the organisation's safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable. • <i>Staff who do not supervise others:</i> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies, procedures and training relating to work health, safety and wellbeing, including identifying and notifying any safety incidents, injury, hazards, risks, concerns or unsafe behaviour to the manager and reporting these in the SESLHD IMS+ safety reporting system within 24 hours.
	(Free Text)	

Section 8 – Selection Criteria

The selection criteria should be based on the accountabilities that have been identified for the position and are used to make sound and fair selection decisions. Please add all standard selection criteria in to separate Selection Criteria boxes.

1	Legal qualifications and extensive proven experience in the leadership and management of employee relations.
2	Demonstrated ability to manage a team within a working environment that promotes team-work, quality, integrity, stakeholder focus, accountability and innovation.
3	Extensive experience in providing expert technical, specialised employment and industrial advice and solutions at a senior level that leads to positive outcomes for the organisation, including advocacy at relevant tribunals and courts with proven capacity to deliver sound and balanced judgement in relation to complex problems
4	Demonstrated conceptual and innovative problem-solving skills for managing conflicting priorities and developing, implementing and monitoring recommendations and advice on policies, strategies and solutions across complex areas
5	Excellent interpersonal communication, verbal and written skills and demonstrated ability to consult, influence, motivate and negotiate effectively to build and maintain effective relationships with internal and external stakeholders
6	Demonstrated ability to manage human, financial, and physical resources effectively and efficiently to ensure budget and performance targets are met
7	Current drivers licence (with a willingness to travel in accordance with the demands of the position)

Section 9 – Other Requirements (Optional)

Other requirements are to be populated where audit essential requirements have been identified in the position.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/clients/employees <i>Staff who supervise others:</i> Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit <i>Staff who supervise others:</i> Manage delegated financial responsibilities, through the development and maintenance of appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget
	<i>(Free Text)</i>	

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Disqualification Questions	<i>Currently Unavailable</i>
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Section 12 – Job Demands Checklist

PHYSICAL DEMANDS - Description (Comment)	FREQUENCY
Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/hazardous materials – note: N/A is not acceptable	Infrequent
Sitting – remaining in a seated position to perform tasks	Constant
Standing – remaining standing without moving about to perform tasks	Frequent
Walking – floor type: even/uneven/slippery, indoors/outdoors, slopes	Infrequent
Running – floor type: even/uneven/slippery, indoors/outdoors, slopes	Not Applicable
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Infrequent
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling – remaining in a kneeling posture to perform tasks	Not Applicable
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Not Applicable
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Frequent
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Occasional
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Not Applicable
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Infrequent
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Infrequent
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Occasional
Hand and Arm Movements – repetitive movements of hands and arms	Repetitive
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Occasional
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Frequent
SENSORY DEMANDS - Description (Comment)	FREQUENCY
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Constant
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Constant
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Not Applicable
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Not Applicable
PSYCHOSOCIAL DEMANDS - Description (Comment)	FREQUENCY
Distressed People – e.g. emergency or grief situations	Occasional
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Occasional
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Infrequent
ENVIRONMENTAL DEMANDS - Description (Comment)	FREQUENCY
Dust – exposure to atmospheric dust	Not Applicable
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Not Applicable
Noise – environmental/background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting – risk of trips, falls or eyestrain	Infrequent
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable
Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Not Applicable



Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Infrequent
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

Position Description



Please ensure to only send through approved Position Descriptions (PD) to Position Maintenance (PM). PD's that have not been approved through the appropriate channels (e.g. Grading Committees or Business Partners) will delay the process.

If the request is a minor amendment to an existing PD, please highlight the amendments required.

*Note – As ROB will not allow any text beyond the allowable character limit, please ensure the fields are as succinct as possible.

Facility/Service	People and Culture
Department	Employee Relations
Manager	Lead Employee Relations Specialist
Position Number	
Cost Centre	181139 PandC Workforce Advisory Services

Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (*) are mandatory

Position Description Title *	People and Culture Advisor	
Does this role require Multiple Awards?*	NO	
Award* <i>List all relevant Awards</i>	Health Managers (State) Award	
Position Classification* <i>List all classifications relevant to this position</i>	Health Manager Level 1	
Job Category Coding (ROB)*	Human Resources and Recruitment	
Job Classification Coding (ROB)*	Consulting and Generalist HR	
Job Speciality Coding (ROB)	HR Advisor	
Does this require Senior Executive Level Standards?	NO	
Does this role manage or supervise others?*	NO	
Primary Purpose of the role* A concise summary of the primary purpose of the role, answering the question: "Why	<i>(Mandatory)</i> <i>PM team will include this text</i>	The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.
	<i>(Free text)</i> <i>Cannot exceed 3400 characters</i>	The People and Culture Advisor is responsible for providing a range of customer service, administrative and Employee/Industrial Relations support services to enable the provision of high-level detailed advice, guidance and support in People and Culture processes and business functions. The role contributes to the development and implementation of People and Culture

does this role exist?"		initiatives, policies and frameworks to support the achievement of organisational goals and objectives.
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Section 2 – Key Accountabilities

Describe what is expected of the position and the end results required. Each accountability statement should be comprised of a responsibility and an expected outcome. This part of the position description describes "what" is performed and "why" it is performed.

Standard Key Accountabilities*	(Free Text) <i>Cannot exceed 3800 characters</i>	<ul style="list-style-type: none"> • Provide prompt, informed and consistent advice to staff and managers on a broad range of People and Culture queries and functions through the People Assist Hub, including but not limited to the interpretation of policies, Awards and employment-related legislation, management of leave, and informal performance and grievances. • Build and maintain effective relationships with key stakeholders including People and Culture colleagues, people leaders, employees, union delegates and officials, to ensure priorities are met. • Provide support to the Employee Relations team across areas such as employee misconduct, performance, industrial disputes, Award and policy change, and responding to employment tribunal matters. • Preparation of high level written correspondence such as self-initiated briefs and responses, reports and other written materials • Assist with the development and implementation of policies, procedures, standards and practices in accordance with legislative and professional requirements to ensure consistent delivery of quality employee and industrial relations services. • Promote continual improvement and focus on superior service by establishing and reviewing performance indicators and relevant tracking and reporting systems. • Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values, through demonstrated behaviours and interactions with patients/clients/employees. • Maintain responsibilities for personal and professional development by participating in training/education activities, and performance reviews in order to continuously improve the level and quality of service.
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Section 3 – Key Challenges

This section describes the complexity of the job, the influences on it, and the influence it has. This should not restate the Key Accountabilities. We recommend 2-3 concise sentences for each Key Challenge.

Cannot exceed 1000 characters per Key Challenge

Challenges	▪ Planning and prioritising high volumes of work with conflicting and critical deadlines.
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	<ul style="list-style-type: none"> Maintaining a highly professional, accurate, responsive and accountable customer service in circumstances where queries are highly variable. Responding and acting in relation to tight timeframes, often co-ordinating responses from other staff.
Decision Making	<ul style="list-style-type: none"> The People and Culture Advisor is required to seek all relevant information in relation to People & Culture issues and use their influencing skills in order to achieve an outcome which is beneficial to all parties whilst ensuring work objectives are met. Undertakes straightforward negotiations around timelines for delivery of services. Determine day to day priorities to meet strategic and business plans
Communication	<ul style="list-style-type: none"> Internally, the People and Culture Advisor is required to communicate regularly with employees and people leaders on a broad range of People & Culture issues. Externally, the People and Culture Advisor will develop and maintain effective relationships with Healthshare and other external bodies to resolve employee-related issues.

Section 4 – Key Relationships

The key Internal/External stakeholders and customers the role is expected to interact with routinely, rather than periodically. Concentrating on those communication requirements that are critical to the achievement of the role’s primary objective(s).

Key Internal Relationships <i>3 max - Cannot exceed 200 characters per line</i>	Who?	Lead Employee Relations Specialist
	Why?	Collaboration regarding the operational direction of service delivery, escalation of matters and provision of regular updates and direction.
	Who?	People and Culture colleagues
	Why?	Engagement, advice, collaboration and communication
	Who?	District employees and managers
	Why?	Provision of advice and guidance on human resources questions and queries
Does this role routinely interact with external stakeholders?		YES
Key External Relationships <i>2 max - Cannot exceed 200 characters per line</i>	Who?	Healthshare NSW
	Why?	Collaboration to resolve Human Resources queries and issues.
	Who?	
	Why?	
Is this a Public Senior Executive Role which manages relationship at the Ministerial level?		NO

Section 5 – Staffing/Responsible for

Number of direct and indirect reports to position.

Direct Reports	Nil
Indirect Reports	Nil

Section 6 – Financial Delegation

Note either “as per delegation manual” or “other”, if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	Nil
Other \$	

Section 7 – Essential Requirements

Information (where relevant) about essential role requirements, such as: whether the role is identified, qualifications requirements, employment screening checks, licence requirements etc.

Please do not use the Mandatory text below within other sections.

Essential Requirements	<p><i>(Mandatory)</i></p> <p><i>PM team will include this text</i></p>	<ul style="list-style-type: none"> All staff are required to complete and submit a Pre-employment Health Declaration Form Dependent on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check.
	<p><i>(Mandatory)</i></p> <p><i>PM team will include relevant text dependent on whether the position has direct reports or not</i></p>	<ul style="list-style-type: none"> Staff who supervise others: As a leader you are expected to actively support and demonstrate your commitment to the organisation’s safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable. Staff who do not supervise others: You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies, procedures and training relating to work health, safety and wellbeing, including identifying and notifying any safety incidents, injury, hazards, risks, concerns or unsafe

		behaviour to the manager and reporting these in the SESLHD IMS+ safety reporting system within 24 hours.
	(Free Text) <i>Cannot exceed 3500 characters</i>	

Section 8 – Selection Criteria

The selection criteria should be based on the accountabilities that have been identified for the position and are used to make sound and fair selection decisions. Please add all standard selection criteria into separate Selection Criteria boxes.

1	Relevant tertiary qualifications in employment law/industrial relations, HR management or equivalent work experience.
2	Knowledge of contemporary employment relations and human resources issues effecting large complex organisations.
3	Demonstrated ability to comprehend and apply relevant policies, procedures, and legislation requirements to practical situations.
4	Demonstrated strong analytical and problem solving skills.
5	Demonstrated strong verbal and written communication skills, including professional report writing and ability to effectively communicate advice on complex subjects
6	Demonstrated excellent interpersonal and relationship building skills.
7	Demonstrated effective time management skills with the ability to prioritise and project manage workload to meet conflicting deadlines
8	Ability to travel across the SESLHD according to the demands of the position.

Section 9 – Other Requirements (Optional)

Other requirements are to be populated where audit essential requirements have been identified in the position.

Please do not use the Mandatory text below within other sections.

Other Requirements	(Mandatory) <i>PM team will include this text</i>	<ul style="list-style-type: none"> Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/clients/employees
	(Mandatory) <i>PM team will include relevant text dependent on whether the position has</i>	<ul style="list-style-type: none"> Staff who supervise others: Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit Staff who supervise others: Manage delegated financial responsibilities, through the development and maintenance of

	<i>direct reports or not</i>	appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget
	<i>(Free Text)</i> <i>Cannot exceed 3800 characters</i>	

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Disqualification Questions	<i>Currently Unavailable</i>
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Section 11 – Capabilities for the Role

Currently only being used for Allied Health

The capabilities (i.e. the knowledge, skills and abilities) for the role are obtained from the NSW Public Sector Capability Framework and any relevant occupation specific capability set.

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role’s key accountabilities.

Select at least one Focus Capability from each Capability Group. A minimum of 4 and a maximum of 10 Focus Capabilities should apply to a role. If the role contains People Management capabilities, a minimum of 5 Focus Capabilities should apply.

Capability Group	Focus?	Capability	Level
Personal Attributes	<input type="checkbox"/>	Display Resilience and Courage	Choose an item.
	<input type="checkbox"/>	Act with Integrity	Choose an item.
	<input type="checkbox"/>	Manage Self	Choose an item.
	<input type="checkbox"/>	Value Diversity	Choose an item.
Relationships	<input type="checkbox"/>	Communicate Effectively	Choose an item.
	<input type="checkbox"/>	Commitment to Customer Service	Choose an item.
	<input type="checkbox"/>	Work Collaboratively	Choose an item.
	<input type="checkbox"/>	Influence and Negotiate	Choose an item.
Results	<input type="checkbox"/>	Deliver Results	Choose an item.
	<input type="checkbox"/>	Plan and Prioritise	Choose an item.
	<input type="checkbox"/>	Think and Solve Problems	Choose an item.
	<input type="checkbox"/>	Demonstrate Accountability	Choose an item.
Business Enablers	<input type="checkbox"/>	Finance	Choose an item.
	<input type="checkbox"/>	Technology	Choose an item.
	<input type="checkbox"/>	Procurement and Contract Management	Choose an item.
	<input type="checkbox"/>	Project Management	Choose an item.
People Management	<input type="checkbox"/>	Manage and Develop People	Choose an item.
	<input type="checkbox"/>	Inspire Direction and Purpose	Choose an item.
	<input type="checkbox"/>	Optimise Business Outcomes	Choose an item.
	<input type="checkbox"/>	Manage Reform and Change	Choose an item.

Section 12 – Job Demands Checklist

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment.

PHYSICAL DEMANDS - Description (Comment)	FREQUENCY
* Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/ hazardous materials – note: N/A is not acceptable	Infrequent
Sitting – remaining in a seated position to perform tasks	Frequent
Standing – remaining standing without moving about to perform tasks	Infrequent
Walking – floor type: even/uneven/slippery, indoors/outdoors, slopes	Occasional
Running – floor type: even/uneven/slippery, indoors/outdoors, slopes	Not Applicable
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Not Applicable
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling – remaining in a kneeling posture to perform tasks	Not Applicable
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Not Applicable
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Infrequent
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Infrequent
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Not Applicable
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Not Applicable
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Not Applicable
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Infrequent
Hand and Arm Movements – repetitive movements of hands and arms	Constant
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Constant
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Occasional
SENSORY DEMANDS - Description (Comment)	FREQUENCY
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Repetitive
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Repetitive
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Not Applicable
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Not Applicable
PSYCHOSOCIAL DEMANDS - Description (Comment)	FREQUENCY
Distressed People – e.g. emergency or grief situations	Occasional
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Infrequent
ENVIRONMENTAL DEMANDS - Description (Comment)	FREQUENCY
Dust – exposure to atmospheric dust	Not Applicable
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Not Applicable
Hazardous Substances – e.g. dry chemicals, glues	Not Applicable
Noise – environmental/background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting – risk of trips, falls or eyestrain	Not Applicable
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Infrequent

Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Not Applicable
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Infrequent
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

Word Counts

Section 1	<i>Position Title</i>	200 characters
	<i>Primary Purpose of the Role</i>	3400 characters
Section 2	<i>Standard Key Accountabilities</i>	3500 characters
Section 3	<i>Key Challenges – Challenges</i>	1000 characters
	<i>Key Challenges – Decision Making</i>	1000 characters
	<i>Key Challenges – Communication</i>	1000 characters
Section 4	<i>Key Relationships – Who (each)</i>	200 characters
	<i>Key Relationships – Why (each)</i>	500 characters
Section 7	<i>Essential Requirements</i>	3500 characters
Section 8	<i>Selection Criteria (each)</i>	1000 characters
Section 9	<i>Other Requirements</i>	3800 characters
Section 10	<i>Disqualification Questions</i>	200 characters

Position Description

Facility/Service	People and Culture
Department	Human Resources, Culture and Capability
Manager	Manager, Human Resources Business Partnering
Position Number	TBA
Cost Centre	181139

Section 1 – Role Details

Contains key information about the role. Fields marked with asterisk (*) are mandatory

Does this role require Job Demand Check List?	YES	<i>All positions require a Job Demand Checklist to be completed</i>
Position Description Title *	Human Resources Advisor	
Does this role require Multiple Awards? Specific classifications (if applicable):	NO	<i>If Yes, Please list each Classification and grade below</i>
Award*	Health Managers (State) Award	
Position Classification*	Health Manager Level 1	
Job Category Coding (ROB)*	Human Resources and Recruitment	
Job Classification Coding (ROB)*	Consulting and Generalist HR	
Speciality Coding (ROB)	HR Advisor	
Does this require Senior Executive Level Standards?	NO	Choose Yes or No depending on the scope and role of the position holder
Does this role manage or supervise others?*	NO	Choose Yes or No depending on the scope and role of the position holder
Primary Purpose of the role* A concise summary of the primary purpose of the role, answering the question: "Why does this role exist?"	<i>(Mandatory)</i>	The vision for South Eastern Sydney Local Health District (SESLHD) is 'exceptional care, healthier lives'. SESLHD is committed to enabling our community to be healthy and well, and to providing the best possible compassionate care when people need it.
	<i>(Free Text)</i>	The Human Resources (HR) Advisor supports the alignment between human resources practices and the business goals of the organisation. Their primary purpose is to assist managers and employees perform effectively by providing HR guidance, implementing HR programs, and supporting people-related decisions. The role also supports administrative functions for the HR Business Partnering team. The role contributes to the development and implementation of People & Culture initiatives and interventions in order to address people management issues and achieve the goals of the People and Culture Strategy.

Section 2 – Key Accountabilities

Describe what is expected of the position and express the end results required of the position. Each accountability statement should comprise a responsibility and an expected outcome. This part of the position description describes "what" is performed and "why" it is performed.

Standard Key Accountabilities*	<i>(Free Text)</i>	<ul style="list-style-type: none"> Provide prompt, informed and consistent advice to staff and managers on a broad range of human resources functions, including but not limited to interpretation of policies, Awards and employment-related legislation, management of leave,
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		<p>informal performance and grievance management, performance development, change management, restructures and job evaluation and position grading.</p> <ul style="list-style-type: none"> • Participate in collaborative initiatives with other People and Culture staff to ensure the delivery, development and implementation of People and Culture services and programs with a commitment to continuous quality improvement of the service. • Consolidate and analyse workforce reports and people metrics to aid evidence-based decision making. • Draft briefs, reports and correspondence to support HR functions, processes and documentation. • Actively participate in People and Culture related projects including but not limited to accreditation activities and other initiatives, as required under the direction of the Manager, Human Resources Business Partnering. • Develop and coordinate fit for purpose tools, resources, and training packages to enable the HR Business Partners to deliver leadership strategies and programs. • Promote continual improvement and focus on superior service by establishing and reviewing performance indicators and updating relevant tracking and reporting systems. • Moderate and/or facilitate training sessions to support the HR Business Partnering team. • Ability to determine priorities and meet timelines to fulfil strategic and business plans. • Build and maintain effective relationships with key stakeholders to ensure priorities are met. • Assist with the development and implementation of policies, procedures, standards and practices in accordance with legislative and professional requirements to ensure consistent delivery of quality HR services. • Provide training and support of systems/processes to users. • Maintain responsibilities for personal and professional development by participating in training/education activities, and performance reviews in order to continuously improve the level and quality of service. • All staff are expected to take reasonable care that their actions do not adversely affect the health and safety of others, that they comply with any reasonable instruction that is given to them and with any reasonable policies/procedures relating to health or safety in the workplace, as well as notifying any hazards/risks or incidents to their managers.
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Section 3 – Key Challenges

This section describes the complexity of the job, the influences on it, and the influence that it has. The Key Challenges should not restate the Key Accountabilities. We recommend not to have more than 2-3 "Key Challenges" in total. Write two or three sentences concise statements

Challenges	<ul style="list-style-type: none"> ▪ Planning and prioritising high volumes of work with conflicting and critical deadlines, as well as competing demands and expectations. ▪ Attending to a wide variety of day to day tasks and responsibilities and resolving them on behalf of Manager/Business Unit. ▪ Responding and acting in relation to tight timeframes, often co-ordinating responses from other staff.
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Decision Making	<ul style="list-style-type: none"> The HR Advisor is required to seek all relevant information in relation to the issue or matter in hand and use their influencing skills to attempt to achieve an outcome which is beneficial to all parties whilst ensuring work objectives are met. Undertakes straightforward negotiations around timelines for delivery of services.
Communication	<ul style="list-style-type: none"> Internally, the HR Advisor is required to communicate regularly with the Manager HR Business Partnering, the HR Business Partnering team, the wider People and Culture team and other areas of the Local Health District to meet organisational objectives. Externally, the HR Advisor will develop and maintain effective relationships with unions, associations, employee representatives, other NSW Health Districts and agencies, HealthShare, the Ministry of Health, e-Health, affiliated health agencies and third-party organisations, as well as other government organisations in order to meet organisational objectives. .

Section 4 – Key Relationships

The key Internal/External stakeholders and customers the role is expected to interact with routinely, rather than periodically. Concentrating on those communication requirements that are critical to the achievement of the role's primary objective(s).

Key Internal Relationships	Who?	Line Manager
	Why?	Develop relationship to ensure most effective delivery of responsibilities
	Who?	Colleagues and internal stakeholders
	Why?	To work cohesively
	Who?	Key internal clients
	Why?	Build trusting relationships and provide expert advice and assistance
Does this role routinely interact with external stakeholders ?	YES	
Key External Relationships	Who?	HealthShare, eHealth, MoH, other LHD's
	Why?	To manage delivery of services, share expertise and resources where feasible
	Who?	Other government organisations and programs, including the Workforce Mobility Placement team
	Why?	To coordinate responses and provide appropriate advice.
Is this a Public Senior Executive Role which manages relationship at the Ministerial level?	NO	

Section 5 – Staffing/Responsible for

Number of direct and indirect reports to position.

Direct Reports	0
Indirect Reports	0

Section 6 – Financial Delegation

Note either "as per delegation manual" or "other", if selecting other specify the monetary value of the financial delegation (eg \$5,000.00).

As per delegation manual	\$0
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Other \$	\$0
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Section 7 – Essential Requirements

Information (where relevant) about essential role requirements, such as: whether the role is identified, qualifications requirements, employment screening checks, licence requirements etc.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> • All staff are required to complete and submit a Pre-employment Health Declaration Form • Dependant on position applied for you will need to complete/provide a Working with Children Check (WWCC), National Police Check (NPC) and/or Aged Care Check • <i>Staff who supervise others:</i> As a leader you are expected to actively support and demonstrate your commitment to the organisation’s safety management system; to establish and maintain a positive health and safety culture; to consult with workers and others when making decisions that may impact upon the health, safety and wellbeing of those in the workplace; acquire and keep up-to-date knowledge of work health and safety matters; ensure that all workers understand their health and safety obligations and are sufficiently trained in health and safety policy and procedures; report any safety incidents, injury, hazards, risks, concerns or unsafe behaviour in the SESLHD IMS+ safety reporting system within 24 hours, and take appropriate actions to eliminate or minimise related risk to as low as reasonably practicable. • <i>Staff who do not supervise others:</i> You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies, procedures and training relating to work health, safety and wellbeing, including identifying and notifying any safety incidents, injury, hazards, risks, concerns or unsafe behaviour to the manager and reporting these in the SESLHD IMS+ safety reporting system within 24 hours.
	<i>(Free Text)</i>	

Section 8 – Selection Criteria

The selection criteria should be based on the accountabilities that have been identified for the position and are used to make sound and fair selection decisions. Please add all standard selection criteria in to separate Selection Criteria boxes.

1	Relevant tertiary qualifications in Human Resources Management, Commerce/Business or Psychology, or relevant equivalent work experience or a combination of study and work experience
2	Demonstrated knowledge and appreciation of the processes of the legislative and regulative requirements relating to human resources management and industrial/employee relations, and the ability to provide practical advice on People & Culture matters
3	Demonstrated ability to work independently with limited direction as to work priorities, or as part of a team in performing a range of HR related and administrative tasks within allocated timeframes.
4	Demonstrated effective interpersonal communication skills and effective collaboration with key stakeholders.
5	Demonstrated excellent written and verbal communication skills with the ability to analyse and problem solve combined with the ability to prepare briefs, reports and submissions.



6	Demonstrated ability to accurately identify significant People & Culture issues and clearly communicate their business implications/risks with the ability to contribute to the development of innovative and contemporary policies, strategies and initiatives.
7	Demonstrated ability to be flexible and adapt work practices to meet current and emerging business needs
8	Current drivers licence (with a willingness to travel in accordance with the demands of the position)



Section 9 – Other Requirements (Optional)

Other requirements are to be populated where audit essential requirements have been identified in the position.

Other Requirements	<i>(Mandatory)</i>	<ul style="list-style-type: none"> Act as an appropriate and effective role model and promote a culture and supporting practices that reflect the organisational values through demonstrated behaviours and interactions with patients/clients/employees <i>Staff who supervise others:</i> Recruit, coach, mentor, and performance develop staff, to develop the capabilities of the team to undertake changing roles, responsibilities and to provide for succession within the unit <i>Staff who supervise others:</i> Manage delegated financial responsibilities, through the development and maintenance of appropriate strategies and effective allocation of resources, to ensure optimal health outcomes are managed within budget
	<i>(Free Text)</i>	

Section 10 – Disqualification Questions

Disqualification questions are questions that relate to mandatory requirements for a position. These are requirements that should prevent a candidate from submitting an application. Desired requirements can be added as pre-screening questions.

Disqualification Questions	<i>Currently Unavailable</i>
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Section 11 – Capabilities for the Role – Currently NOT being utilised for HM roles in Health

The capabilities (i.e. the knowledge, skills and abilities) for the role are obtained from the NSW Public Sector Capability Framework and any relevant occupation specific capability set.

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

Select at least one Focus Capability from each Capability Group. A minimum of 4 and a maximum of 10 Focus Capabilities should apply to a role. If the role contains People Management capabilities, a minimum of 5 Focus Capabilities should apply.

Capability Group	Focus?	Capability	Level
Personal Attributes	<input type="checkbox"/>	Display Resilience and Courage	Choose an item.
	<input type="checkbox"/>	Act with Integrity	Choose an item.
	<input type="checkbox"/>	Manage Self	Choose an item.
	<input type="checkbox"/>	Value Diversity	Choose an item.
Relationships	<input type="checkbox"/>	Communicate Effectively	Choose an item.
	<input type="checkbox"/>	Commitment to Customer Service	Choose an item.
	<input type="checkbox"/>	Work Collaboratively	Choose an item.
	<input type="checkbox"/>	Influence and Negotiate	Choose an item.
Results	<input type="checkbox"/>	Deliver Results	Choose an item.
	<input type="checkbox"/>	Plan and Prioritise	Choose an item.
	<input type="checkbox"/>	Think and Solve Problems	Choose an item.
	<input type="checkbox"/>	Demonstrate Accountability	Choose an item.
Business Enablers	<input type="checkbox"/>	Finance	Choose an item.
	<input type="checkbox"/>	Technology	Choose an item.
	<input type="checkbox"/>	Procurement and Contract Management	Choose an item.
	<input type="checkbox"/>	Project Management	Choose an item.
People Management	<input type="checkbox"/>	Manage and Develop People	Choose an item.
	<input type="checkbox"/>	Inspire Direction and Purpose	Choose an item.
	<input type="checkbox"/>	Optimise Business Outcomes	Choose an item.
	<input type="checkbox"/>	Manage Reform and Change	Choose an item.

Section 12 – Job Demands Checklist – MUST be completed as relevant to the role

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment.

PHYSICAL DEMANDS - Description (Comment)	FREQUENCY
Respirator use - Wearing of a respirator, to ensure protection against exposure to respiratory pathogens/hazardous materials – note: N/A is not acceptable	Infrequent
Sitting – remaining in a seated position to perform tasks	Constant
Standing – remaining standing without moving about to perform tasks	Frequent
Walking – floor type: even/uneven/slippery, indoors/outdoors, slopes	Occasional
Running – floor type: even/uneven/slippery, indoors/outdoors, slopes	Infrequent
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	Infrequent
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	Occasional
Kneeling – remaining in a kneeling posture to perform tasks	Infrequent
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	Infrequent
Leg/Foot Movement – use of leg and/or foot to operate machinery	Not Applicable
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	Occasional
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	Frequent
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	Infrequent
Lifting/Carrying – heavy lifting and carrying (16kg and above)	Not Applicable
Reaching – arms fully extended forward or raised above shoulder	Infrequent
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	Infrequent
Head/Neck Postures – holding head in a position other than neutral (facing forward)	Infrequent
Hand and Arm Movements – repetitive movements of hands and arms	Repetitive
Grasping/Fine Manipulation – gripping, holding, clasping with fingers or hands	Repetitive
Work at Heights – using ladders, footstools, scaffolding, or other objects to perform work	Not Applicable
Driving/Riding – controlling the operation of a vehicle (e.g. car, truck, bus, motorcycle, bicycle)	Occasional
SENSORY DEMANDS - Description (Comment)	FREQUENCY
Sight – use of sight is an integral part of work performance (e.g. viewing of X-Rays, computer screens)	Constant
Hearing – use of hearing is an integral part of work performance (e.g. phone enquiries)	Constant
Smell – use of smell is an integral part of work performance (e.g. working with chemicals)	Not Applicable
Taste – use of taste is an integral part of work performance (e.g. food preparation)	Not Applicable
Touch – use of touch is an integral part of work performance	Frequent
PSYCHOSOCIAL DEMANDS - Description (Comment)	FREQUENCY
Distressed People – e.g. emergency or grief situations	Occasional
Aggressive and Uncooperative People – e.g. drug/alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining – involvement in physical containment of patients/clients	Not Applicable
Exposure to Distressing Situations – e.g. child abuse, viewing dead/mutilated bodies	Not Applicable
ENVIRONMENTAL DEMANDS - Description (Comment)	FREQUENCY
Dust – exposure to atmospheric dust	Infrequent
Gases – working with explosive or flammable gases requiring precautionary measures	Not Applicable
Fumes – exposure to noxious or toxic fumes	Not Applicable
Liquids – working with corrosive, toxic or poisonous liquids or chemicals requiring personal protective equipment (PPE)	Infrequent
Hazardous Substances – e.g. dry chemicals, glues	Infrequent
Noise – environmental/background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting – risk of trips, falls or eyestrain	Infrequent
Sunlight – risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not Applicable

Extreme Temperatures – environmental temperatures are less than 15°C or more than 35°C	Not Applicable
Confined Spaces – areas where only one egress (escape route) exists	Not Applicable
Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	Infrequent
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	Not Applicable
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	Not Applicable

Word Counts

Section 1	<i>Position Title</i>	200 characters
	<i>Primary Purpose of the Role</i>	3400 characters
Section 2	<i>Standard Key Accountabilities</i>	3500 characters
Section 3	<i>Key Challenges – Challenges</i>	1000 characters
	<i>Key Challenges – Decision Making</i>	1000 characters
	<i>Key Challenges – Communication</i>	1000 characters
Section 4	<i>Key Relationships – Who (each)</i>	200 characters
	<i>Key Relationships – Why (each)</i>	500 characters
Section 7	<i>Essential Requirements</i>	3500 characters
Section 8	<i>Selection Criteria (each)</i>	1000 characters
Section 9	<i>Other Requirements</i>	3800 characters
Section 10	<i>Disqualification Questions</i>	200 characters