



DIRECTOR - PEOPLE & CULTURE

JOB & PERSON SPECIFICATION

SEPTEMBER 2021

DIRECTOR – PEOPLE & CULTURE

Services:	Hospital & Orthopaedics
Job Status:	As per Employment Contract
Classification:	As per Employment Contract negotiated with the incumbent
Reports to:	Chief Executive Officer
Responsible for:	Four Direct Reports (below) and a staffing contingent of ~45 with a budget of ~\$5million <i>- Practice Manager, Orthopaedics</i> <i>- Safety and Wellbeing Manager</i> <i>- Clinical Training and Development Manager</i> <i>- Training and Development Officer</i>

ABOUT THE ROLE

The Director – People & Culture is a senior executive responsible for contributing to the organisation's strategic growth, building strategic alliances and contributing to sportsmed's success via its contemporary workforce planning processes across the business teams of the orthopaedic clinic and hospital.

Reporting to the Chief Executive Officer, the incumbent will be a champion of innovation, progress and reform, influencing discussion at the Executive table and beyond and playing a key role in positioning sportsmed as a leader in patient care and having a benchmark organisational culture.

The incumbent will provide outstanding leadership in a multifaceted department and influence the whole organisation, ensuring sportsmed's human resources, employee relations activities and administration services maximise the strategic utilisation of human resources in line with business and legislative requirements.

The Director People and Culture will be an influential front runner working in collaboration with the organisation to meet key requirements and providing high level advice to the Chief Executive Officer, the Board and the executive. The incumbent will effectively lead the People and Culture department in providing excellent internal services and contributing to creating a high performing, service orientated values and results focused organisation.

This senior position is an integral part of the Executive Management Team and will require flexibility, adaptability, confidence and ability in developing strong working relationships with all stakeholders and delivering strategic plans in a timely and cost effective manner.

ABOUT sportsmed

South Australian practitioner owned and operated sportsmed is an industry leading private orthopaedic hospital, surgery and multidisciplinary outpatient clinic provider, operating in one of the largest purpose-built sports medicine facilities in the world.

Operating for over 25 years in South Australia, sportsmed is committed to providing excellence in sports medicine and related services to people of all ages ranging from elite athletes to older active people.

KEY RESPONSIBILITIES OF THE ROLE

a) Strategic leadership

- Proactively leads the initiation, development and implementation of the organisation's strategic direction by contributing high-level thinking and advice to the CEO, Executive Management Team, management and Board to support the development of key strategies, policies and budgets aimed at continuously improving the organisation's culture and performance and providing industrial protection to the organisation.
- Has an understanding the orthopaedic service model, proactively driving improvement, with a pulse on the satisfaction of staff and surgeons, and is responsive to that feedback in order to provide the best possible working environment for success.
- Ensures the orthopaedic staff are adequately trained and skilled for the roles they perform.
- Conducts regular assessments of the orthopaedic service delivery model to ensure it remains fit for purpose.
- Has a strong impact on others by modelling high performance and alignment with the organisation's values and aspirations that support the attainment of sportsmed's strategic vision.
- Accountable for the research, initiation, development and achievement of strategic and operational deliverables within the People and Culture Department.
- Actively contributes to and at times leads the functions of the Executive Management Team maintaining an open, honest and objective approach.
- Works with managers to deliver a high performance culture by demonstrating clear expectations and role modelling of appropriate behaviours and regularly reporting on organisational culture.
- Being a change agent for continuing positive cultural change.
- Leads from the front in enhancing sportsmed's culture through collaboration with partners, stakeholders, government and customers.

b) Organisational Development

- Research, initiate and lead people-related service improvement initiatives aligned to the strategic plan, including, critically, a future workforce plan to deliver an expanded service model and maximise staff utilisation resulting in benchmark surgeon and patient experience.
 - Lead the provision of a comprehensive advisory and support service to managers and staff on all human resources matters, including but not limited to:
 - People management and the correct application of organisation policies and procedures;
 - Strategic attraction, recruitment, on-boarding and retention;
 - A reward and recognition program aligned to the sportsmed KPIs and outcomes;
 - Training and development supported by a competency and capability framework that supports continual learning;
 - Medical trainee rotation program that enhances the trainee experience;
 - Employment contract management and strategic workforce planning;
 - Change management, including workplace restructures;
 - Separations (termination, redundancy, retirement);
 - Salary reviews informed by benchmarking data and salary strategies aligned with the organisation's operating environment.
 - Demonstrate a proactive approach in considering culture with clear, contemporary mechanisms in place to be on the pulse of cultural matters.
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- Initiate, deliver and promote strategically-critical people and culture projects including the People Smart application, providing a scorecard on key staffing metrics and regular analysis insights into the workforce.
- Strongly engage with organisational teams to understand issues from their perspective and ensure high staff morale and engagement levels.
- Foster and champion an across-sportsmed team culture (Leading Teams) program focused on performance management, collaboration, communication and innovation.
- Support the Board and the CEO in the provision of metrics and advice regarding the organisation's culture, people performance, administration provision and Work Health and Safety (WHS).
- Provide leadership across the organisation on employment lifecycle and talent management by constantly improving attraction, recruitment, on-boarding, induction, ongoing working relationships and ensuring sportsmed's processes and behaviours improve organisational performance.
- Facilitate an effective employee performance and development review process that has regard to the KPIs and outcomes, demonstrably increases performance, enhances culture and effectively addresses underperformance.
- Provide coaching and training to managers and supervisors to support them in having authentic and robust conversations that lead to positive behavioural change.
- Oversee the Australian Orthopaedic Association Trainee Program and its accreditation requirements.
- Develop and implement training and development programs and career opportunities aimed at enhancing existing skills, retaining top performers and developing future leaders.

c) Employee and Industrial relations

- Represent sportsmed on industrial relations matters including leading EBA negotiations to ensure the organisation is operating effectively within legislation frameworks and risk is minimised.
- Ensure Managers are assisted with the investigation and resolution of claims of inappropriate workplace behaviours / conflict in a timely manner.
- Provide industrial relations advice to managers and ensure there is attendance of a support person at counselling and / or disciplinary meetings.
- Liaise (as required) with lawyers, unions and other government agencies on behalf of the organisation.
- Ensure managers utilise the Employee Management System as intended and provide support and training as required.
- Communicate changes to legislation to managers as appropriate to their position.
- Actively contribute to the development of comprehensive, organisation-wide industrial relations policies and procedures to ensure best practice risk management and commitment to service excellence.
- Maintain a high level of confidentiality and fairness when dealing with sensitive issues.

d) Operational Leadership

- Act as a role model to staff at all levels by acting ethically, professionally, objectively and respectfully.
 - Manage the People and Culture Department's budget including the organisation's training and development budget ensuring that Department operates within budget requirements whilst KPIs are at the forefront of operations and are met.
 - Influence and assist in maintaining a culture of positivity within the Department through effective leadership and appropriately planned development initiatives.
 - Prepare and present concise reports for briefings and business cases.
 - Contribute to the establishment of Key Performance Indicators (KPIs) for Departmental staff that relate to the operational outcomes.
 - Evaluate direct reports as required, guiding them in the process of performance management.
 - Promote the sportsmed brand (internally and externally) to create a positive corporate image which is renowned for staff support, loyalty, fairness and as a preferred employer within the sector.
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- Lead, support and guide senior management and staff to gain their support and commitment in achieving the organisation's objectives, set clear performance expectations for the People and Culture team, and provide appropriate mentoring, development and feedback to enable staff to perform productively.
- Communicate in a manner that builds rapport, stimulates collaboration and cooperation, fosters a cooperative approach and is effective.
- Participate in the evaluation of own performance at least once per year.

e) Work Health Safety and Environment

- Act as the organisational 'champion' for WHS ensuring all legislation and regulation obligations are met by modelling and promoting a safety philosophy for all sportsmed staff, clients and visitors.
- Oversee WHS programs by providing leadership and support to the Safety & Wellbeing Manager (SWM) and provide regular metrics on WHS via an incident reporting tool including an analysis on their implications.
- Ensure that activities associated with Return to Work practices are undertaken.
- Ensure the SWM creates and supports a safety environment where accountability is maintained at all levels of the organisation;
- Ensure all employees are cognisant, trained and compliant with WHS policies and procedures, all hazards and incidents are recorded in a timely manner and risks are identified and assessed.
- Ensure appropriate risk management plans are in place for all service areas and actively participates in risk management plans.
- Undertake a leadership role in provision of services within an emergency or disaster situation.

f) Compliance

- Ensure the scope of employment legislation, code of conduct, employee relations awards and industrial relations are complied with throughout the organisation to decrease risk.
- Ensure the organisation complies with established policies and procedures and advise the Board and CEO on current human resources and risk issues, practice, policy, and trends.
- Implement risk management solutions and protocols to manage and minimise risk.
- Support and promote the organisation's purpose and agreed behavioural framework.
- Understand and comply with the requirements of privacy and confidentiality of information.
- Comply with codes of practice and codes of practice regulating the human resources profession.
- Establish and maintain policies and procedures compliant with unlawful behaviours, equal employment opportunities and anti-discrimination laws.
- Maintain comprehensive and confidential staff records in accordance with organisation and legislative requirements.

g) Other

- An enthusiasm to contribute to the vision and future success of sportsmed.
 - Carry out other duties and fulfil other roles as directed by the Chief Executive Officer.
 - Some out of hours work will be required in keeping with the seniority of the role, the project based nature of the role and the governance reporting requirements.
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PERSONAL AND PROFESSIONAL DEVELOPMENT

- Demonstrate a commitment to the industry and to keeping abreast of contemporary people and culture practices through attendance at conferences, seminars or special interest groups;
- Identify own development needs and proactively seeks to ensure these are met;
- Accept feedback and commit to further develop in areas where improvement has been identified;
- Willingly share knowledge with others to empower and nurture growth in others.

PERFORMANCE EVALUATION

Evaluation of performance at three months and thereafter annually or as directed by the Chief Executive Officer or Board of Directors. Performance measures are detailed in the Performance and Development Discussion form. It is a requirement for the incumbent to actively participate in this discussion.

ORGANISATIONAL RELATIONSHIPS

Reporting to the CEO, the Director People & Culture works collaboratively within the executive management team to set organisation-wide outcomes, monitor and report results, lead human resource excellence, and ensure our people effectively support the strategic direction of the business. Key interactions will occur with the CEO and all direct reports but also with the Executive Management team, the surgeon team and the Board.

DECISION MAKING AUTHORITY / DISCRETION

The position of Director – People and Culture will operate within defined designated delegated authority.

SKILLS / COMPETENCY / EDUCATION

High-level leadership and influencing

- Experience in contributing to the development and delivery of strategic plans.
- Well versed in contemporary organisational development and change management theory and practice with significant experience in initiating and implementing successful cultural and change management programs.
- Demonstrated capacity to think, plan and act strategically and to engage and influence across an organisation with diverse stakeholders, bringing others with you.
- Sound management capability with ability to plan operationally and strategically to improve and develop organisational capacity and performance.
- Vision, creativity and innovative thinking.
- Proven ability to build and maintain collaborative relationships.
- A commitment to, and record of effectively empowering staff.
- Resilience, authenticity, self awareness and agility.
- Responsiveness in decision making.
- Confidence, positivity and a team player.
- Ability to work autonomously, monitor own work load, prioritise and manage unexpected events with professionalism and calmness.

Communication and Negotiating:

- Ability to communicate powerfully and persuasively, to engage diverse stakeholders and realise trust, engagement and desired outcomes.
 - Advanced communication skills both written and verbal including superior report writing skills with an ability to succinctly get across a message.
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- A proven capacity to negotiate successful outcomes by adopting a strategic approach that considers all stakeholders.

Team building:

- Superior ability to create high performing teams via mentoring and coaching and a capacity to create a positive team culture.
- An ability to contribute to the initiation and implementation of changes in a complex environment.
- A self confident approach with a high level of emotional and social awareness, whilst assertively questioning and challenging in the best interest of the organisation.
- Ability to delegate work and provide positive direction to empowered staff.
- High levels of energy, initiative and drive.
- A consultative and cooperative style.

Technical Skills:

- Superior knowledge of Employee Relations, work health and safety and equity and diversity legislation.
- Demonstrated experience in managing complex industrial relation matters, including attending conciliation and / or hearings and negotiating with various parties.
- Well developed group facilitation skills.
- High level of knowledge and advanced experience in Human Resources management advisory services within a medium to large and diverse organisation.
- Experience in effective leadership through continuous support and performance improvement.
- Experience with project initiation and management and a drive to meet deadlines.
- A proven ability to problem-solve and consider all available options prior to making a decision.
- Demonstrated competence with financial principles to manage budget requirements.
- Effective time management skills combined with a flexibility to changing priorities/ environments.
- High level of customer service delivery experience and stakeholder management skills.
- High level:
 - analytical abilities;
 - organisational and prioritisation skills;
 - critical thinking skills.
- Solid computer literacy capacity.

Qualifications

- Degree or post graduate studies in human resource, industrial relations, business management and/or related fields (or equivalent experience) supported with experience and a record of success in a similar role within a medium to large organisation;
 - A relevant post graduate qualification is desirable.
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OUR MISSION

We exist to create the best patient care and experience.

OUR AGREED BEHAVIOURAL FRAMEWORK

We have direct, genuine conversations at the right time and place.

We reward and challenge behaviours.

We have a positive attitude and enjoy what we do.

We put the patient first.

We walk the talk.

We strive for individual and organisational excellence.

We are open to ideas and willing to change.

We respect, trust, value and support each other regardless of department and role:

- Make time for each other;
- Celebrate and promote successes;

Accept group ideas.

Our responsibilities

As an employer, we will:

- Provide a safe work environment;
- Provide equipment/resources that minimise the risk of harm;
- Treat your personal information with care and discretion;
- Pay you promptly and accurately for the work you do;
- Provide opportunities for you to develop and acquire new skills that support your growth;
- Provide you with meaningful work suited to your skills and abilities;
- Support your health and wellness;
- Act in a manner consistent with our agreed behavioural framework;
- Recognise and reward performance that goes above and beyond;
- Communicate with you on all relevant issues that have the potential to impact on the working relationship;
- Provide clean amenities for your use while at work.

Your responsibilities

As an employee, it is your responsibility to:

- Read and comply with the Code of Conduct;
- Read and comply with established policies, processes and procedures that may be amended from time to time;
- Carry out your duties in a diligent manner;
- Act in a manner consistent with our agreed behavioural framework;
- Notify us of your inability to present for work and wherever possible, the estimated duration of your absence;
- Notify your manager of any hazards/risks you identify in the course of your daily duties;
- Actively participate in quality and safety activities;
- Communicate effectively, politely and suited to your audience;
- Actively protect the privacy and security of sportsmed information;
- Use equipment and devices for their intended purposes and only after training;
- Actively pursue opportunities for professional development;
- Maintain confidentiality during the course of your employment and after your employment with us has ceased;
- Undertake only the duties that you are suitably qualified in and that fall within the scope of your skills/knowledge and experience.



HOW TO APPLY

Applications should be addressed to Hannah Way and Andrew Reed. Please visit

henderconsulting.com.au to apply. For a confidential discussion, please call (08) 8100 8827.

Please Note

Your application will be automatically acknowledged by a return email.