



GENERAL MANAGER PEOPLE & CULTURE

JOB & PERSON SPECIFICATION

JUNE 2021

POSITION DESCRIPTION

Role:	General Manager People & Culture
Classification	Full Time
Reports to:	Chief Executive Officer (CEO), Jones Holding Co Pty Limited
Approved / updated:	June 2021

Position Summary

Dr Jones & Partners is South Australia's leading medical imaging practice, with a focus on the patient experience through accessible, empathetic and innovative diagnostic and interventional radiology services. Our 60 Radiologists, Physicians and 600 staff operate across 28 clinics including major hospitals and regional clinics from Victor Harbor to the Iron Triangle and Alice Springs.

Central to the ongoing sustainable growth of Dr Jones & Partners is a business model that focuses on a talented, engaged workforce offering quality service and operational efficiency.

Reporting to the Chief Executive Officer, the General Manager People & Culture is responsible for implementing the People and Culture strategy aligned with the Dr Jones & Partners' Vision and Strategic Plan. This will encompass all aspects of People and Culture – including: recruitment, talent management, performance management, training and development, wellbeing, diversity, safety and industrial relations.

Given this scope, it is essential that the individual works in close conjunction with other senior managers and team members to ensure that the aims of the People and Culture strategy and Practice business plan are implemented effectively.

Reporting & Working Relationships

Reporting Relationships	Internal Contacts
<ul style="list-style-type: none"> Reports directly to the Chief Executive Officer, Jones Holding Co The HR Manager, OD Consultant and HR Business Partner report to the General Manager P&C. 	<ul style="list-style-type: none"> Work closely with the Board, Management Team and Executive Groups Area Managers Doctors and Staff
	External Contacts
	<ul style="list-style-type: none"> External advisers Government agencies

Key Responsibilities and Indicative Tasks

	Key Accountabilities	Indicative Tasks	Performance Measures / KPIs
1	<p>Strategy Development and Execution Participate in an effective, high performing Management Team that formulates the strategic direction of the Practice, translates strategy into action and monitors performance in order to realise defined strategic targets and objectives.</p>	<ul style="list-style-type: none"> Develop and implement the annual People and Culture Strategic plan that is aligned and supports the business achieve its strategic priorities. Actively promote People and Culture priorities at management meetings – including reporting on the progress of key metrics. Provide advice to the CEO and management team on key trends and issues for leading best practice HR across Dr Jones & Partners. 	<ul style="list-style-type: none"> People and Culture strategic plan implemented per agreed milestones

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2	<p>Training and Development</p> <p>Oversee the training and development processes of the Practice through internal and external programs supporting talent development and retention.</p>	<ul style="list-style-type: none"> ■ Develop and implement the Practice training plan. ■ Develop and implement the Dr Jones & Partners customer service training program to ensure all staff understand the patient journey and fundamentals of patient care. ■ Oversee the coordination of internal leadership development programs. ■ Develop and implement competency based promotion pathway guidelines and processes. ■ Oversee the implementation of the graduate development program. ■ Develop and communicate career development plans for team members in conjunction with the applicable manager. ■ Provision of soft skills training and coaching workshops to staff and managers. ■ Oversee the training needs analysis process to ensure the Practice has the organisational capability to meet its business requirements sustainably. ■ Oversee the maintenance of up-to-date training records for all staff. 	<ul style="list-style-type: none"> ■ KPI's on staff performance planning and review processes are met ■ War on Talent KPI's are met ■ Leadership competencies and skill sets meet current and future needs
3	<p>Organisation Development and Performance Culture</p>	<ul style="list-style-type: none"> ■ Manage the organisation's employee satisfaction and engagement surveys, including reporting results to the management team and Board and developing actions plans to facilitate the improvement of identified issues. ■ Implement and maintain the Practice's succession plan to reduce key person risks and build leadership bench-strength. ■ Maintain and update the Practice's performance/talent matrix to ensure tailored performance management of individual staff members. ■ Implement a structured mentoring program for key talent to aid in retention and knowledge transfer. ■ Oversee the performance management framework to drive quality conversations, accountability and career planning. ■ Implement practices to drive collaboration, information sharing and engagement across sites. ■ Implement initiatives to drive a high performance and patient first culture. ■ Develop and implement structured and consistent promotion practices. 	<ul style="list-style-type: none"> ■ Staff engagement surveys are run at least annually and target KPI's are met ■ Processes supporting effective succession planning are in place and war on talent KPI's are met
4	<p>Attraction, Retention and Workforce Planning</p>	<ul style="list-style-type: none"> ■ Oversee the recruitment process for the organisation including: internal/external advertising, applicant screening, applicant administration, interviewing, psychological testing (as required), reference checking, placement and induction. ■ Develop and maintain a strategic talent management framework for the Practice. ■ Develop and implement a workforce plan aligned with the business plan to ensure optimal allocation of resources and skills across the business. ■ Oversee the maintenance and development of job and person specifications ensuring each employee has an updated version on their employee file. ■ Oversee the on-boarding and induction processes of new employees. ■ Oversee the coordination of graduate and bulk recruitment campaigns. 	<ul style="list-style-type: none"> ■ Talent management framework established and supporting processes implemented. ■ Recruitment processes are contemporary and support the employer of choice vision

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5	Branding – Employer of Choice	<ul style="list-style-type: none"> Oversee the development and implementation of People and Culture initiatives to promote Dr Jones & Partners as an Employer of Choice. Establish networks with industry associations, recruitment agencies and universities to profile Dr Jones & Partners positively in the marketplace. Strengthen Dr Jones & Partners' profile in the marketplace through a social media strategy and detailed People section on the website. Create and maintain Employee Value Proposition (EVP) collateral to assist with attracting quality candidates. 	<ul style="list-style-type: none"> External facing representations of EVP visible to prospective candidates and incorporated in recruitment materials Staff turnover and leave KPI's are met
6	HR Advice and Mediation Management	<ul style="list-style-type: none"> Provide advice to Managers on award interpretation, staffing issues, conditions of employment, termination and policy interpretation as required. Provide assistance to employees regarding issues relating to leave, award provisions and policy interpretation. Manage all employee mediation and disciplinary matters including liaising with external stakeholders to ensure effective outcomes are achieved. Manage the administration of any workers' compensation claims and return to work plans. 	<ul style="list-style-type: none"> Award requirements are met and risk assessment, including mitigations prepared. Staff RTW and WC KPI's are met
7	Leadership and Team Management Develop and maintain strong working relationships with internal and external stakeholders and direct, inspire and engage people to work towards a shared purpose and achieve results.	<ul style="list-style-type: none"> Contribute to positive and productive Management Team environment through effective communication, teamwork and establishing strong working relationships. Management of the P&C team members, including performance management, recruitment, training, workflow and quality assurance. Lead and coach the P&C team to provide high quality service to the business in all areas of People and Culture and WHS. Support, coach and mentor the Area Managers to enable them to effectively support their designated sites. Promote the key People and Culture strategic initiatives in discussions with team members and managers. Develop and share the business vision and communicate this effectively at all levels of the business. Work closely with other managers to promote a culture that reinforces the values of Dr Jones & Partners. Attend and actively participate in required management and other committee meetings. 	<ul style="list-style-type: none"> Managers and other key stakeholders reported satisfaction with performance and outcomes delivered by General Manager People & Culture Staff Engagement Scores
8	Doctor Engagement and Retention	<ul style="list-style-type: none"> Engage with the Doctor group to ensure they are aligned with the People and Culture strategic plan and understand its value and focus. Build and implement the Doctor Value Proposition (DVP) to ensure Dr Jones & Partners' attracts and retains quality, talented clinicians. Implement a structured and tailored recruitment process to ensure the attraction and appointment of high calibre clinicians. Coach the Doctors to build their leadership and management capabilities. Provide advice and support to Doctors on HR matters. Implement development planning initiatives for the Doctor group. 	<ul style="list-style-type: none"> Doctor specific elements are incorporated into the broader People and Culture Strategic Plan and implemented per agreed milestones

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9	Reward and Recognition	<ul style="list-style-type: none"> Build and implement a multi-faceted reward and recognition framework that acknowledges patient service excellence, clinical skills and demonstration of the Practice core values. Undertake benchmarking to ensure Dr Jones & Partners' rewards and benefits are competitive to attract high calibre talent. Oversee the annual salary review process and coordinate the distribution of salary increase advice to employees. Ensure legislative compliance practices are implemented within the Practice – in particular Award reconciliation processes. Lead and guide managers to provide praise and recognition to their teams to ensure positive engagement and satisfaction levels. 	<ul style="list-style-type: none"> Rewards and recognition program is reflective of the needs of the Practice as reported via the staff engagement survey
10	Wellbeing, Safety and Diversity	<ul style="list-style-type: none"> Oversee the running of the WHS team to drive health and safety initiatives within the business – including reporting to the management team and Board on key metrics/initiatives. Oversee the implementation of a WHS management system that ensures a safe working environment for all employees and contractors. Oversee the implementation of a health and wellbeing program – including enhancing workplace flexibility initiatives. Implement a diversity and inclusion strategy to drive engagement and retention. Oversee the development and maintenance of WHS policies and procedures. Oversee a regular schedule of WHS site inspections to ensure accountability to agreed safety protocols. 	<ul style="list-style-type: none"> Systems and processes are in place to support compliance with WHS requirements
11	Governance, Process Improvement, Quality Assurance and Risk Management	<ul style="list-style-type: none"> Ensure the accurate maintenance of employee records in the HRIS/Payroll system where applicable to meet statutory/legislative requirements. Review and develop HR/WHS policies and practices to ensure they continue to support the organisation's needs. Maintain an HR and WHS risk matrix with structured updates provided to the management team and Board on effectiveness of mitigation controls. Undertake audits of key HR/IR and WHS risks and implement appropriate risk mitigation controls. Continually review work practices and recommend ways in which practices, systems and/or processes can be improved. Actively promote a culture that focuses on quality output. 	<ul style="list-style-type: none"> HRIS / Payroll systems support the activities of the People and Culture strategy and the associate KPI reporting to the Jones Holding Co Board.
12	People Development	<ul style="list-style-type: none"> Participate in ongoing personal professional development initiatives to enhance leadership skills and capabilities of self. 	

Performance Measures / KPIs

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Below is a list of the types of KPIs for this role. These will be agreed annually with your manager:

- Achievement of key People and Culture metrics;

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- Implementation of the People and Culture strategic plan as per agreed milestones;
- P&C costs meet budgetary parameters;
- 90% for internal satisfaction with performance of P + C team;
- Demonstration of core values.

Technical Skills, Knowledge and Experience

Essential Criteria

- Evidence of developing and implementing a People and Culture strategic plan;
- Demonstrable evidence coaching and advising senior management on HR matters;
- 5+ years' experience in a P&C role with additional experience in HR roles;
- Demonstrable experience presenting and reporting to management and Boards;
- Formal qualifications in HR or related field;
- Demonstrable experience and understanding of HR principles/fundamentals such as recruitment, performance management and industrial relations;
- Extensive experience in industrial relations and knowledge of relevant industry specific Awards and the Fair Work Act;
- Understanding of WHS principles and practices;
- Extensive employment contract writing experience;
- Demonstrable experience managing a team of individuals;
- Proven ability to work effectively in a team environment and build relationships with a variety of stakeholders;
- Practical evidence implementing training and development programs;
- Extensive experience managing recruitment end-to-end;

Desired Criteria

- Experience working within a medical or health care environment;
- Experience in implementing a cloud-based HRIS;
- Understanding of risk management and quality system principles;
- Understanding and knowledge of organisational psychology and neuroscience principles;
- Knowledge of team and individual personality/leadership coaching tools – such as MBTI, DISC, Human Synergistics etc.



HOW TO APPLY

Applications should be addressed to Andrew Reed. Please visit henderconsulting.com.au to apply.

For a confidential discussion, please call Andrew or Hannah Way on (08) 8100 8849.

Please Note

Your application will be automatically acknowledged by a return email.