

Joanne Ghanem

From: Joanne Ghanem
Sent: Friday, 1 July 2016 4:43 PM
To: HSQ_EDPC
Cc: Cathie Franks; Gareth Davis
Subject: Mercer Evaluations: 2 Director roles for People and Culture, Health Support Queensland
Attachments: csemva_2 x HR Directors_20160624.pdf

Good Afternoon,

Please find attached Mercer's letter of advice for the evaluation of Director, workforce change and org development and Director, HR performance. Both roles resulting in DSO2 classification (721 points).

If you have any questions, please contact me.

Thank you, Joanne

Joanne Ghanem
A/Principal Advisor
Executive Contracts Team | Human Resources Branch | Corporate Services Division | Department of Health | Queensland Government
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t: 07 3234 1292
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Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

RTI Release

Private & Confidential

Ms Joanne Ghanem
A/Principal Advisor
Executive Contracts Team
Human Resource Branch
Corporate Services Division
Department of Health
GPO Box 48
Brisbane QLD 4001

29 June 2016

Subject: Work Value Assessments – Two HR Directors, Health Support Queensland

Dear Joanne

Thank you for your request seeking the assistance of Mercer Consulting (Australia) Pty Ltd (Mercer) to provide independent work value assessments for the following positions within Health Support Queensland (HSQ):

- Director, HR Performance
- Director, Workforce Change & Organisational Development.

To provide this advice, Mercer has carried out the following activities:

- Familiarised ourselves with the positions through the background study of relevant documentation, including the position descriptions and organisational chart
- Held a discussion with the Executive Director, People and Culture, Ms Dianne Woolley, to further investigate the scope, complexity and accountability of the positions
- Analysed the positions using the JEMS Job Evaluation methodology
- Recommended classification levels based on the work value outcomes
- Applied Mercer's quality assurance processes including relativity checks and peer review, and
- Compiled this letter of advice.

This letter provides the work value outcomes for the roles and a brief context behind the assessment findings.

Context

HSQ is an organisational division of the Department of Health and delivers a range of support services to enable the delivery of frontline health services. Services are provided principally to Hospital and Health Service (HHS) customers, but also to other state government agencies and private customers.

HSQ has undergone significant reform with the intention of consolidating all state-wide services provided to the HHSs in a single Division and is expected to compete directly with the private sector for the continued provision of these services. HSQ is progressively commercialising its operations by establishing fully costed charges for the goods and services it provides.

HSQ has a staff complement of approximately 4,000 full-time equivalent employees and has an annual operating budget of approximately \$900 million. In addition, HSQ handles the procurement of approximately \$1 billion worth of goods annually on behalf of the Queensland public health system.

Overview of the Roles

Director, HR Performance

The Director, HR Performance reports to the Executive Director, People and Culture and is responsible for providing leadership and direction to HSQ's Industrial Relations, Attraction and Retention, HR Business Partnering, Medical Support, and Recruitment Services functions. The role is accountable for developing, implementing and reviewing organisation-wide HR strategies, frameworks, systems, processes and practices that facilitate the effective management of the HSQ workforce and drive improvements in performance. The role also provides expert advice to the Executive Director People and Culture and the HSQ Executive team in relation to the effective design and delivery of major HR policy initiatives.

Key complexities for the role include representing the organisation in certified agreement negotiations with unions; overseeing complex HR case management activities; driving the reduction of workforce risks; and resolving employee relations disputes. The role also has management accountability for approximately 12 FTEs.

To be successful in the role, the incumbent requires extensive experience as a senior HR generalist within a complex organisation, along with comprehensive knowledge of HR practices, industrial agreements, awards, legislation, workforce systems and service delivery models. The role also requires excellent negotiation, conflict resolution and stakeholder management skills.

Director, Workforce Change & Organisational Development

The Director, Workforce Change & Organisational Development reports to the Executive Director, People and Culture and is responsible for leading the design and execution of HSQ-wide workforce planning, change management and organisational development strategies. The role is charged with embedding a performance-oriented culture across HSQ and, as such, leads the development and implementation of reward, recognition, leadership development, succession planning, talent management, and learning and development frameworks, systems and initiatives that enable cultural alignment and facilitate sustainable improvements in organisational performance.

The role provides authoritative advice to the Executive Director People and Culture and the HSQ Executive team on the integration of change and organisational development strategies, policies and procedures to ensure alignment with the operational goals and priorities of each business stream.

The Director will also be challenged to deliver these strategies across a geographically-dispersed organisation, and to source and implement an organisation-wide Learning Management System that incorporates robust processes and procedures that facilitate HSQ's compliance with mandatory reporting requirements. The role has management accountability for approximately 7 FTEs.

To be successful in the role, the incumbent requires extensive experience leading the design and delivery of workforce planning, change management and organisational development programs in a large, multi-disciplinary and geographically-dispersed organisation. Strong influencing skills are also required as the role will lead consultations and negotiations with unions in relation to contentious organisational change issues.

Work Value Assessment

Mercer regards the following work value profiles to be appropriate and reasonable representations of the positions under review.

Table 1: Work Value Profiles

Position	Impact	Expertise	Judgment	Accountability	Total
Director, HR Performance	Advice	F4-d+ (269)	D+5- (218)	E2d (234)	721
Director, Workforce Change & Organisational Development	Advice	F4-d (269)	D+5- (218)	E2d (234)	721

These evaluations are only valid in the current context and structure of HSQ.

The work value outcomes place the roles at the following levels of the Queensland Public Service classification structure.

- Director, HR Performance SO
- Director, Workforce Change & Organisational Development SO.

Mercer recommends classification at these levels.

Page 4
29 June 2016
Ms Joanne Ghanem
Queensland Health

Joanne, I trust this advice meets with your requirements. If you require additional clarification or have any questions regarding this advice, please do not hesitate to contact me on 07 3234 4829 or alternatively Catherine Seton on 07 3234 4810.

Yours sincerely



Matthew Van Geest
Consultant



Catherine Seton
Principal

RTI Release

Role description

Job ad reference		Classification	Proposed DS01
Role title	Director Human Resource Performance	Salary	
Status		Closing date	
Unit/Branch	People, Performance and Excellence		
Commercialised Business Unit	Health Support Queensland	Contact name	Dianne Woolley
Location	Bowen Hills	Contact number	(07) 3096 2061

If you have difficulties applying online, please contact HSQ Recruitment on (07) 3096 2048.

Vision for the public service

To be a government of the 21st century, one government that is connected and working together to deliver smarter, simpler outcomes that are responsive to the needs of Queenslanders now and for the future. We will create opportunities in partnership that are all about positive outcomes rather than just service delivery and regulation.

To enable this vision, the Queensland Public Service (QPS) is transforming from a compliance focus to a more values-led way of working. The following **five values statements** underpin behaviours that will support and enable better ways of working and result in better outcomes for Queenslanders.

- **Customers first:** Know your customers. Deliver what matters. Make decisions with empathy.
- **Ideas into action:** Challenge the norm and suggest solutions. Encourage and embrace new ideas. Work across boundaries.
- **Unleash potential:** Expect greatness. Lead and set clear expectations. Seek, provide and act on feedback.
- **Be courageous:** Own your actions, successes and mistakes. Take calculated risks. Act with transparency.
- **Empower People:** Lead, empower and trust. Play to everyone's strengths. Develop yourself and those around you.



Your opportunity

The Director HR Performance is a critical leadership role that will provide authoritative and strategic advice to executives, senior managers and staff in Health Support Queensland (HSQ). The Director, will therefore assume the lead role in developing robust systems to improve and sustain HR management principles and people performance of HSQ.

This will include overseeing and directing the Industrial Relations, Attraction and Retention, HR Business Partnering, Medical Support and Recruitment Services functions to embed a performance-oriented culture within the organisation. Through strong partnership with operational businesses the role will be responsible for planning and implementing effective human resource management state-wide strategies while working closely with other internal People, Performance and Excellence Directors and Managers. In addition, the Director will provide expert advice to business lines across HSQ on all aspects of effective human resource management work practices that emphasise the achievement of customer objectives.

The environment within which this role operates is complex in that it operates as a Commercial Business Unit in a public sector environment. The role is responsible for the full range of industrial relations, human resource management and recruitment and selection for over 4000 staff in more than 57 locations across Queensland. Our staff work in linen facilities, offices, laboratories and in hospitals. Critical to the success of the human resource management and people performance outcomes will be the relationships that are developed with HSQ line managers and staff and with stakeholders such as the Department of Health and the Hospital and Health Services.

Your role

- Fulfil the responsibilities of this role in accordance with QPS values as outlined above.
- Provide advice and support to the Executive Director People Performance and Excellence, and other HSQ executives on the strategic and operational management, coordination and integration of human resource management strategies, systems, processes, policies and procedures that enable HSQ to meet its strategic and operational goals and priorities.
- With the Executive Director People Performance develop, implement and monitor a human resource management strategic plan to ensure effective industrial relations are maintained with effective recruitment, retention, performance management and improvement practices.
- Develop and drive the implementation, evaluation and review of human resource strategies, systems, processes, procedures and practices that provide effective management of the HSQ workforce.
- Oversee specialised HR services which include case management activities, reducing workforce risks and resolving employee relations disputes in liaison with external investigators.
- Deliver strategic oversight of the governance and maintenance of human resource policies, procedures and workforce initiatives.
- Identify, advise and build team capabilities, structures and processes in conjunction with HR Performance team managers to ensure skills and capabilities are resourced and functioning at a high capacity.
- Provide effective and professional operational leadership and direction to employees of the HR Performance team through fostering and encouraging a workplace environment that is outcomes focussed, positive and instils a culture of continuous improvement.

- Actively lead and manage a team to deliver services in a partnership approach with the business lines.
- Establish and maintain effective liaison with a range of external agencies, Hospital and Health Services, unions, Department of Health and HSQ managers to ensure input on major policy initiatives.
- Build and maintain effective partnerships/relationships with industrial organisations, workplace delegates, industrial relations forums, and other service providers, including leading the industrial frameworks and the consultative forums for HSQ.
- Represent HSQ on the certified agreement working parties with the Department of Health, ensuring that the interest of HSQ is considered at all times.
- Proactively contribute to the People Performance and Excellence leadership team and when required, represent the interests of the Executive Director at meetings, forums and committees.
- Provide key input into business planning and strategy, present and analyse reports, provide high level written correspondence, including briefs, ministerials and estimate briefs.
- Administer the Human Resource Performance Unit's financial services, including the management and accountability for planning and direction of the annual budget process as required.
- Establish and maintain innovative and effective liaison with external agencies, Department of Health and HSQ managers to ensure input on major policy initiatives.
- Manage multiple complex projects and initiatives across the full range of service areas and business lines ensuring HR systems are in place and fostering the enhancement of a change ready culture.
- Support and lead the collaborative and persuasive business model and organisational style that engages the HSQ's stakeholders.
- Develop a positive culture within People Performance and Excellence business which encourages and recognises high performance, builds leadership capabilities and supports staff to maximise their potential and learning.
- Represent HSQ and the Executive Director, People Performance and Excellence on matters relating to workforce management issues and provide high level expert input to relevant committees, meetings, forums and working parties.
- Be an effective member of the People Performance and Excellence leadership team, contributing to outcomes that will enhance the customer experience and encourage partnerships with the business lines.
- Report on Human Resource performance and risks to the Executive Director People Performance and Excellence.

The Director Human Resource Performance currently has three direct reports, with a team of twelve employees.

Mandatory qualifications/professional registration/other requirements

- Relevant tertiary qualifications for a senior human resources management appointment would be highly desirable.
- A relevant postgraduate qualification in business management, human resources management / industrial relations or similar would be favourably regarded.
- Commitment to on-going professional learning in the discipline is expected

How you will be assessed?

You will be assessed on your ability to demonstrate the following key capabilities, knowledge and experience. Within the context of the responsibilities described above under 'Your role', the ideal applicant will be someone who can demonstrate the following:

- Experience in responding to complex challenges, at a senior management level, including the provision of expert advice on all aspects of human resources, employee relations, workforce development and recruitment strategies.
- Comprehensive knowledge of HR principals, practices, industrial agreements, awards and legislation together with an applied understanding of workforce systems and service delivery models.
- High-level strategic capability in order to provide direction and guidance to executives and line managers while promoting a culture of continuous improvement.
- Advanced interpersonal skills including conflict resolution, negotiation, consultation and communication that models integrity and builds collaborative relationships with internal and external stakeholders.
- Problem solving and decision making capabilities relevant to HR management processes including analysing evidence and providing detailed advice and recommendations.
- Proven experience in leading, managing, guiding and coaching employees that fosters a robust and integrated team alignment.
- Proven ability to deliver on agreed service outcomes across a multi-disciplinary organisation and respond to delicate situations in a flexible and strategic manner.

Your application

Please provide the following information to the panel to assess your suitability:

- **Your current CV or resume, including the names and contact details of two referees.** Referees should have a thorough knowledge of your capabilities, work performance and conduct within the previous two years, and it is preferable to include your current/immediate/past supervisor
- **An application of no more than 2 pages** that provides an overview of your experience in relation to the areas listed under "How you will be assessed", taking into account the role responsibilities
- **Psychometric assessment** may be used by the Panel as a selection tool to verify the suitability of the preferred applicant

Your employer—Health Support Queensland

Health Support Queensland (HSQ) is an organisational Division of the Department of Health and delivers a range of support services to enable the delivery of frontline health services. HSQ provides services to all Queensland Hospital and Health Services (HHSs), to other government agencies and to commercial clients.

The current services provided by HSQ include: pathology services , procurement and logistics for health related equipment, products and services, biomedical technology services, forensic and scientific services, linen and laundry services, medicines management, 13HEALTH , radiology support and payroll.

HSQ has a staff complement of approximately 4,000 full-time equivalents (FTEs) and has an operating budget of approximately \$900 million for the financial year 14/15. HSQ handles the procurement of approximately \$1 billion worth of goods on behalf of the Queensland public health system.

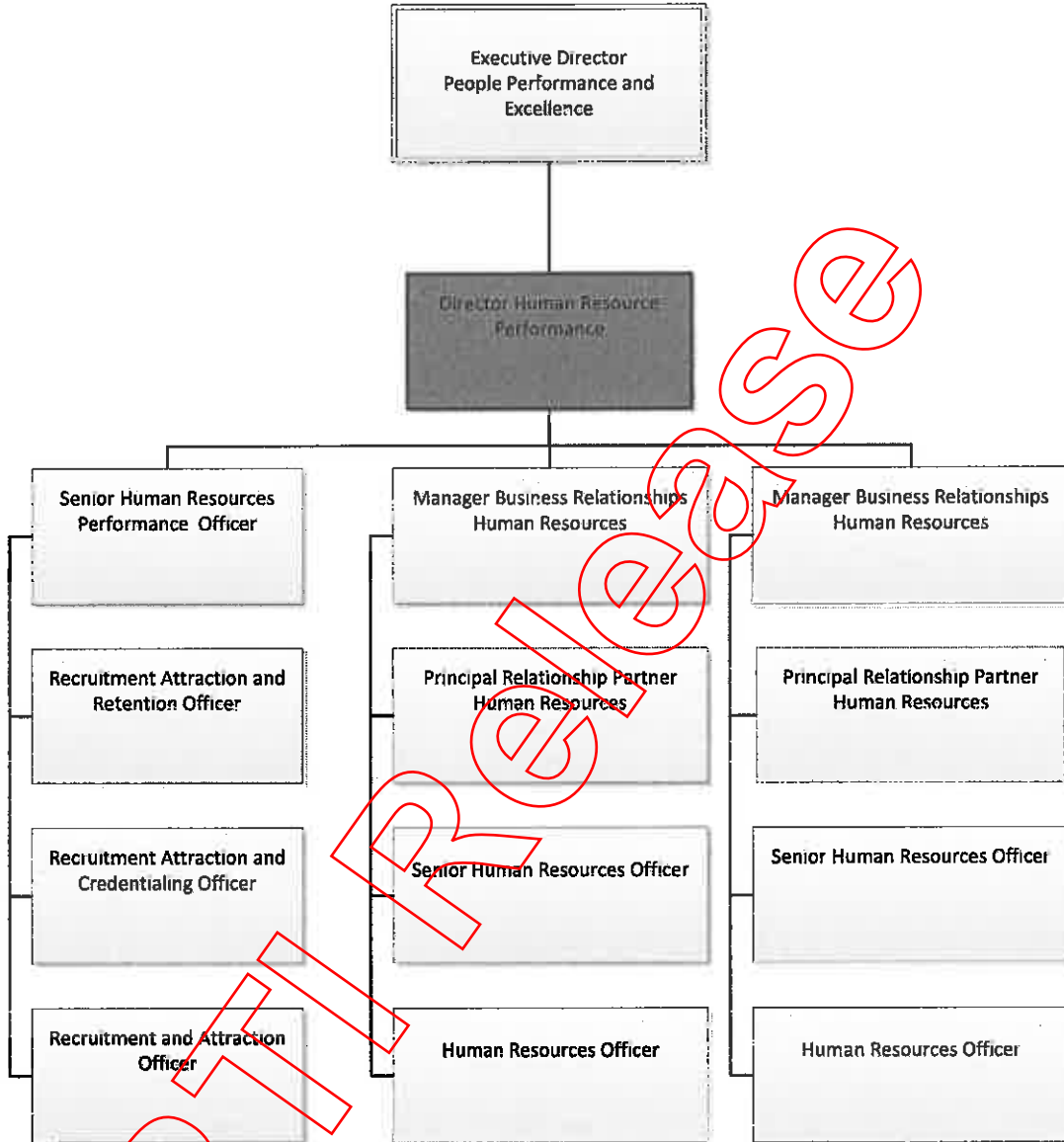
The Chief Executive is accountable for the day-to-day operation and performance of HSQ.

Additional information

- Permanent and temporary vacancies longer than 12 months remain current for 12 months OR Temporary vacancies less than 12 months remain current for vacancy duration
- Future vacancies of a temporary, full-time and part-time nature may also be filled through this recruitment process.
- Pre-employment screening, including criminal history and discipline history checks, may be undertaken on persons recommended for employment. Roles providing health, counselling and support services mainly to children will require a blue card, unless otherwise exempt.
- Employees who are permanently appointed to Queensland Health may be required to undertake a period of probation appropriate to the appointment.
- All relevant health professionals, who in the course of their duties formulate a reasonable suspicion that a child or youth has been abused or neglected in their home/community environment, have a legislative and a duty of care obligation to immediately report such concerns to Child safety services, Department of Communities.
- Applicants will be required to give a statement of their employment as a lobbyist (<http://www.psc.qld.gov.au/publications/assets/policies/lobbyist-disclosure-policy.pdf>) within one month of taking up the appointment.
- Applicants may be required to disclose any current pre-existing illness or injury which may impact on their ability to perform the role. Details are available in section 571 of the Workers' Compensation and Rehabilitation Act 2003 (<http://www.justice.qld.gov.au/fair-and-safe-work/workers-compensation-and-rehabilitation/workers-compensation-and-rehabilitation-legislation/workers-compensation-and-rehabilitation-act-2003>).
- Employees of Health Support Queensland are to actively participate in a working environment supporting quality human resource management practices including employment equity, anti-discrimination, occupational health and safety and ethical behaviour.

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Organisational Chart



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Role description

Job ad reference		Classification	Proposed DSO1
Role title	Director Workforce, Change and Organisational Development	Salary	
Status	Permanent	Closing date	
Unit/Branch	People, Performance and Excellence	Contact name	Dianne Woolley
Commercialised Business Unit	Health Support Queensland	Contact number	(07) 3096 2062
Location	Bowen Hills		

If you have difficulties applying online, please contact HSG Recruitment on (07) 3096 2048.

Vision for the public service

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- **Unleash potential:** Expect greatness. Lead and set clear expectations. Seek, provide and act on feedback.
- **Be courageous:** Own your actions, successes and mistakes. Take calculated risks. Act with transparency.
- **Empower People:** Lead, empower and trust. Play to everyone's strengths. Develop yourself and those around you.



Your opportunity

The Director Workforce Change and Organisational Development is a critical leadership role that will provide authoritative and strategic direction and advice to executives, senior managers and staff in Health Support Queensland (HSQ). The Director, will therefore assume the lead role in developing the enabling strategy, frameworks and systems to improve and sustain organisational performance and cultural alignment of HSQ.

This will include the design and execution of workforce planning, change management and organisational development strategies to embed a performance-oriented culture within the organisation through strong partnership with operational businesses. The role will be responsible for planning and implementing an effective people and leadership development strategy while working closely with other internal People Performance and Excellence Directors and Managers. In addition, the Director will oversee the learning and development function, creating, integrating and evaluating workforce programs and work practices that emphasise the achievement of customer objectives.

The environment within which this role operates is complex in that it operates as a Commercial Business Unit in a public sector environment. The role is responsible for the full range of workforce, change and organisational development for over 4000 staff in more than 57 locations across Queensland. Our staff work in linen facilities, offices, laboratories and in hospitals. Critical to the success of the workforce planning, change management and organisational development outcomes will be the relationships that are developed with HSQ line managers and staff, the Department of Health and Hospital and Health Services.

Your role

- Fulfil the responsibilities of this role in accordance with QPS values as outlined above.
- Provide strategic and operational direction, advice and support to the Executive Director People Performance and Excellence and other HSQ executives on the delivery and integration of change and organisational development strategies, policies and procedures to enable HSQ to meet its strategic and operational goals and priorities.
- With the Executive Director People Performance and Excellence, develop, implement and monitor a workforce strategy to ensure that HSQ's workforce needs are met for the future. This strategy will have due regard for the Department of Health Workforce Strategic Plan and the Public Service Commission Strategic Workforce Plan.
- Influence and integrate the key performance indicators from the HSQ Strategic Workforce Plan into the business line operational plans to meet the overall outcomes of HSQ.
- Lead the development and implementation of numerous workforce management frameworks that can include rewards and recognition, succession and career planning, performance and development, performance improvement, cultural capability, skills audits and training.
- Identify, source and drive the implementation and evaluation of a learning management system that incorporates robust processes, procedures and compliance practices in order to provide effective workforce development of HSQ.
- Provide effective and professional operational leadership and direction to the Workforce, Change and Organisational Development team through fostering and encouraging a workplace environment that is outcomes focussed, positive and instils a culture of continuous improvement.

- Drive the development and implementation of a Leadership Development framework for emerging and current leaders across HSQ.
- Oversee and manage mandatory training standards for HSQ while monitoring and reporting on compliance.
- Establish a performance planning and development culture by facilitating and embedding relevant tools, learning systems and employee development processes.
- Facilitate culture and organisational change with particular emphasis on enhancing management capability to ensure workplace culture attracts and retains quality staff.
- Provide key input into business planning and strategy, present and analyse reports, provide high level written briefings, plans and correspondence.
- Lead and manage the Employee Opinion Survey for the organisation, including the implementation of the associated action plans.
- Administer the Workforce, Change and Organisational Development Unit's financial services, including the management and accountability for planning and direction of the annual budget process as required.
- Provide strategic and operational contribution to the wider agenda of organisational development and change management being pursued by HSQ People Performance and Excellence.
- Establish and maintain effective liaison with external agencies, Department of Health, Hospital and Health Services and HSQ managers to ensure input on major policy initiatives.
- Build and maintain innovative and effective workplace relationships that meet strategic and operational outcomes.
- Manage multiple complex projects and initiatives across the full range of service areas and business lines ensuring people systems are in place and fostering the enhancement of a change ready culture.
- Create a collaborative and persuasive business model and organisational style that engages the HSQ's stakeholders and partners.
- Develop a positive culture within People Performance and Excellence business which encourages and recognises high performance, builds leadership capabilities and supports staff to maximise their potential and learning.
- Represent HSQ and the Executive Director People Performance and Excellence on matters relating to workforce management, organisational development, staff opinions and provide high level expert input to relevant committees, meetings, forums and working parties.
- Provide the Executive Director People Performance and Excellence with a risk profile and potential strategies as it pertains to organisational change and development.
- Lead the development of a non-technical training, learning and development strategy for HSQ, including the development of an innovative and robust orientation and onboarding programs.
- Lead the development and implementation of management capability programs to build capability and to support staff to maximise their potential..

The Director Workforce, Change and Organisational Development currently has one direct report and a team of six employees.

Mandatory qualifications/professional registration/other requirements

- Relevant tertiary qualifications for a senior human resources management appointment would be highly desirable.

- A relevant postgraduate qualification in organisational development, change or similar would be favourably regarded.
- Commitment to on-going professional learning in the discipline is expected.

How you will be assessed?

You will be assessed on your ability to demonstrate the following key capabilities, knowledge and experience. Within the context of the responsibilities described above under 'Your role', the ideal applicant will be someone who can demonstrate the following:

- Experience in responding to challenges, at a senior management level, including the ability to provide leadership and expert direction and advice on all aspects of change management, organisational development and workforce planning.
- Comprehensive conceptual, analytical, problem solving and planning skills and the ability to apply them in the development of workforce management strategies that support current and emerging organisational objectives and emerging trends.
- Proven experience in leading, managing, guiding and coaching work units that fosters a robust and integrated team alignment and which delivers on agreed service outcomes.
- High level strategic capacity in order to provide direction and guidance to executives and line managers while promoting an environment of continuous improvement.
- Experience in formulating new approaches, developing organisational culture and capability and delivering workforce improvement plans across a multi-disciplinary organisation.
- Strong interpersonal skills including conflict resolution, influencing, negotiation, consultation, communication skills to build effective teams

Your application

Please provide the following information to the panel to assess your suitability:

- **Your current CV or resume, including the names and contact details of two referees.** Referees should have a thorough knowledge of your capabilities, work performance and conduct within the previous two years, and it is preferable to include your current/immediate/past supervisor.
- **An application of no more than 2 pages** that provides an overview of your experience relevant to the areas listed under "How you will be assessed", taking into account the role responsibilities.
- **Psychometric assessment** may be used by the Panel as a selection tool to verify the suitability of the preferred applicant

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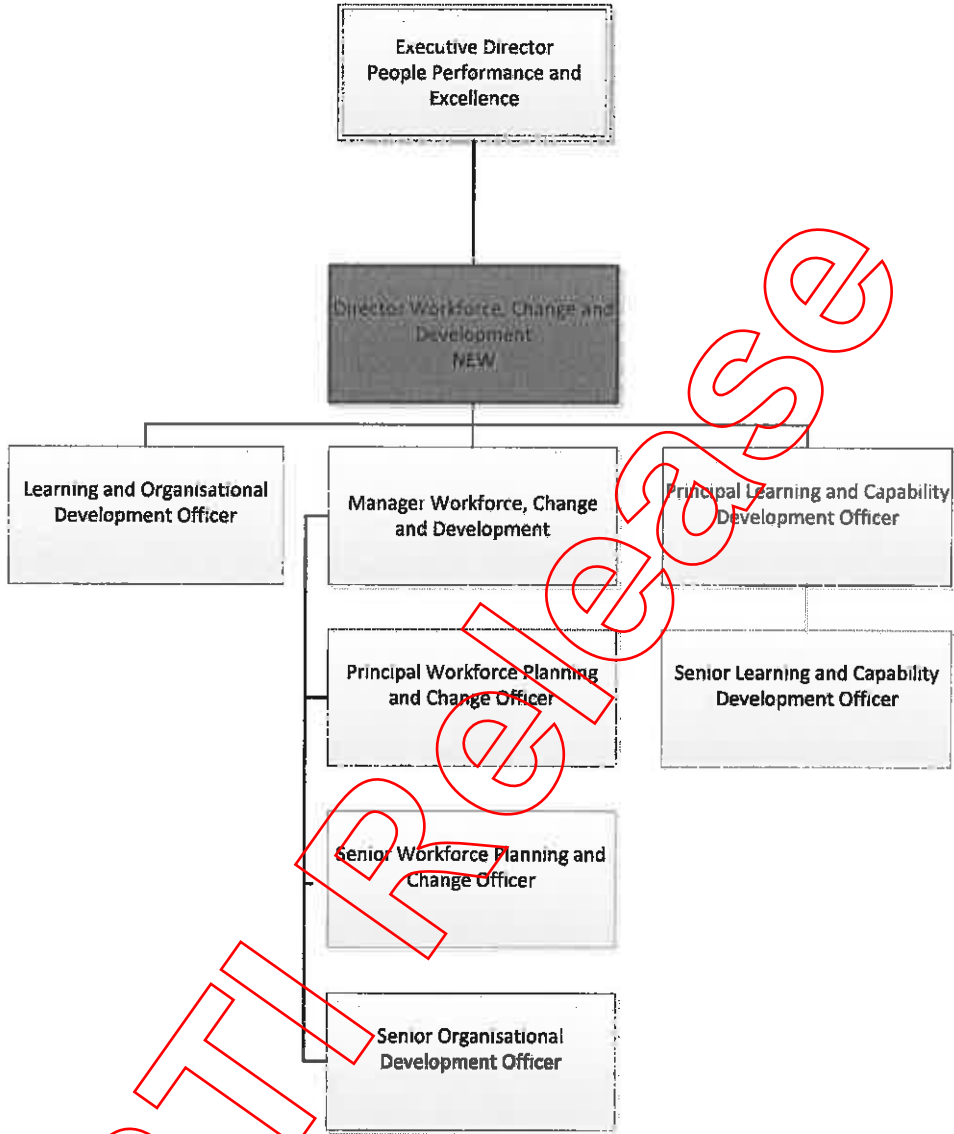
HSQ has a staff complement of approximately 4,000 full-time equivalents (FTEs) and has an operating budget of approximately \$900 million for the financial year 14/15. HSQ handles the procurement of approximately \$1 billion worth of goods on behalf of the Queensland public health system.

The Chief Executive is accountable for the day-to-day operation and performance of HSQ. The HSQ Advisory Board has been established to assist the Chief Executive and the Director-General, Department of Health in setting the strategic direction of HSQ.

Additional information

- Permanent and temporary vacancies longer than 12 months remain current for 12 months OR Temporary vacancies less than 12 months remain current for vacancy duration
- Future vacancies of a temporary, full-time and part-time nature may also be filled through this recruitment process.
- Pre-employment screening, including criminal history and discipline history checks, may be undertaken on persons recommended for employment. Roles providing health, counselling and support services mainly to children will require a blue card, unless otherwise exempt.
- Employees who are permanently appointed to Queensland Health may be required to undertake a period of probation appropriate to the appointment.
- All relevant health professionals, who in the course of their duties formulate a reasonable suspicion that a child or youth has been abused or neglected in their home/community environment, have a legislative and a duty of care obligation to immediately report such concerns to Child safety services, Department of Communities.
- Applicants will be required to give a statement of their employment as a lobbyist (<http://www.psc.qld.gov.au/publications/assets/policies/lobbyist-disclosure-policy.pdf>) within one month of taking up the appointment.
- Applicants may be required to disclose any current pre-existing illness or injury which may impact on their ability to perform the role. Details are available in section 571 of the Workers' Compensation and Rehabilitation Act 2003 (<http://www.justice.qld.gov.au/fair-and-safe-work/workers-compensation-and-rehabilitation/workers-compensation-and-rehabilitation-legislation/workers-compensation-and-rehabilitation-act-2003>).
- Employees of Health Support Queensland are to actively participate in a working environment supporting quality human resource management practices including employment equity, anti-discrimination, occupational health and safety and ethical behaviour.

Organisational Chart



RTI REQUEST

Joanne Ghanem

From: Tony Winchcombe
Sent: Friday, 17 June 2016 8:25 AM
To: Cathie Franks; Joanne Ghanem
Subject: 2 x Director Roles for MERCER Evaluation
Attachments: Mercer Jems Request Form 14516.doc; RD_Director Workforce Change and Organisational Development_DSO1_June 2016Final.doc; Mercer Jems Request Form 14616.doc; RD_Director HR Performance_DSO1_June 2016Final.doc

Importance: High

Morning,

Could you forward these **TWO (2)** role descriptions to MERCER for evaluation please?

I have attached both role descriptions and request forms.

Thanks
Tony

Tony Winchcombe (JP Qual)
Team Leader – Recruitment
People & Culture
Health Support Queensland
Department of Health | Queensland Government
41 O'Connell Terrace
T. 07 3096 2052
e. Tony.Winchcombe@Health.qld.gov.au | www.health.qld.gov.au



RTI Release

JEMS Evaluation Request Form

Job Ref No# EX 14516

Cost Centre # 780067

To be filled in by the Department/Shared Service Provider:

Date of Request:	17.6.16	Date Due (not asap):	29/06/2016
Title of Role to be Evaluated:	Director - Workforce Change and Organisational Development		
Unit/Branch/Directorate:	People and Culture HSQ		
Agency:	Depts. A-K	Dept of Health	
	Depts. L-Z		
	Other Agencies		
Level Proposed:	Executive:	SO2	
	Administrative:		
	Professional:		
	Technical:		
	Operational:		
Interview to be held with:	Name:	Di Woodley	
	Title:	Executive Director P&C	
	R'ship to Posn:	Line report	
	Contact No.:	07 3096 2062	
Reclassification:	<input type="checkbox"/>	Current Level:	OR
Single position:	<input type="checkbox"/>	OR	New Position:
			<input checked="" type="checkbox"/>
			Position
			of

Requesting Officer:	Name:	Tony Winchcombe	
	Title:	Recruitment	
	Contact:	07 3096 2052	
Documents forwarded:	Current Posn Description:	<input checked="" type="checkbox"/>	Old Posn Description (for comparison):
	Job Analysis Questionnaire:	<input type="checkbox"/>	Organisation Chart:
	Other (please specify):		
Further comments:			

To be filled in by Mercer Human Resource Consulting:

Outcome:	
Date of Letter:	

JEMS Evaluation Request Form

Job Ref No# EX 14616

Cost Centre # 780067

To be filled in by the Department/Shared Service Provider:

Date of Request: 17.6.16		Date Due (not asap): 29/06/2016	
Title of Role to be Evaluated:		Director - HR Performance	
Unit/Branch/Directorate:		People and Culture HSQ	
Agency:	Depts. A-K		Dept of Health
	Depts. L-Z		
	Other Agencies		
Level Proposed:	Executive:	SO2	
	Administrative:		
	Professional:		
	Technical:		
	Operational:		
Interview to be held with:	Name:	Di Woolley	
	Title:	Executive Director P&C	
	R'ship to Posn:	Line report	
	Contact No.:	07 3096 2062	
Reclassification: <input type="checkbox"/>	Current Level:	OR	New Position: <input checked="" type="checkbox"/>
Single position: <input type="checkbox"/>		OR	Position of

Requesting Officer:	Name:	Tony Winchcombe	
	Title:	Recruitment	
	Contact:	07 3096 2052	

Documents forwarded:	Current Posn Description:	<input checked="" type="checkbox"/>	Old Posn Description (for comparison):	<input type="checkbox"/>
	Job Analysis Questionnaire:	<input type="checkbox"/>	Organisation Chart:	<input checked="" type="checkbox"/>
	Other (please specify):			

Further comments:	
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To be filled in by Mercer Human Resource Consulting:

Outcome:	
Date of Letter:	

Role description

Job ad reference		Classification	Proposed DS01
Role title	Director Human Resource Performance	Salary	
Status		Closing date	
Unit/Branch	People, Performance and Excellence	Contact name	Dianne Woolley
Commercialised Business Unit	Health Support Queensland	Contact number	(07) 3096 2061
Location	Bowen Hills		

If you have difficulties applying online, please contact HSQ Recruitment on (07) 3096 2048.

Vision for the public service

To be a government of the 21st century, one government that is connected and working together to deliver smarter, simpler outcomes that are responsive to the needs of Queenslanders now and for the future. We will create opportunities in partnership that are all about positive outcomes rather than just service delivery and regulation.

To enable this vision, the Queensland Public Service (QPS) is transforming from a compliance focus to a more values-led way of working. The following **five values statements** underpin behaviours that will support and enable better ways of working and result in better outcomes for Queenslanders.

- **Customers first:** Know your customers. Deliver what matters. Make decisions with empathy.
- **Ideas into action:** Challenge the norm and suggest solutions. Encourage and embrace new ideas. Work across boundaries.
- **Unleash potential:** Expect greatness. Lead and set clear expectations. Seek, provide and act on feedback.
- **Be courageous:** Own your actions, successes and mistakes. Take calculated risks. Act with transparency.
- **Empower People:** Lead, empower and trust. Play to everyone's strengths. Develop yourself and those around you.



Your opportunity

The Director HR Performance is a critical leadership role that will provide authoritative and strategic advice to executives, senior managers and staff in Health Support Queensland (HSQ). The Director, will therefore assume the lead role in developing robust systems to improve and sustain HR management principles and people performance of HSQ.

This will include overseeing and directing the Industrial Relations, Attraction and Retention, HR Business Partnering, Medical Support and Recruitment Services functions to embed a performance-oriented culture within the organisation. Through strong partnership with operational businesses the role will be responsible for planning and implementing effective human resource management state-wide strategies while working closely with other internal People, Performance and Excellence Directors and Managers. In addition, the Director will provide expert advice to business lines across HSQ on all aspects of effective human resource management work practices that emphasise the achievement of customer objectives.

The environment within which this role operates is complex in that it operates as a Commercial Business Unit in a public sector environment. The role is responsible for the full range of industrial relations, human resource management and recruitment and selection for over 4000 staff in more than 57 locations across Queensland. Our staff work in linen facilities, offices, laboratories and in hospitals. Critical to the success of the human resource management and people performance outcomes will be the relationships that are developed with HSQ line managers and staff and with stakeholders such as the Department of Health and the Hospital and Health Services.

Your role

- Fulfil the responsibilities of this role in accordance with QPS values as outlined above.
- Provide advice and support to the Executive Director People Performance and Excellence, and other HSQ executives on the strategic and operational management, coordination and integration of human resource management strategies, systems, processes, policies and procedures that enable HSQ to meet its strategic and operational goals and priorities.
- With the Executive Director People Performance develop, implement and monitor a human resource management strategic plan to ensure effective industrial relations are maintained with effective recruitment, retention, performance management and improvement practices.
- Develop and drive the implementation, evaluation and review of human resource strategies, systems, processes, procedures and practices that provide effective management of the HSQ workforce.
- Oversee specialised HR services which include case management activities, reducing workforce risks and resolving employee relations disputes in liaison with external investigators.
- Deliver strategic oversight of the governance and maintenance of human resource policies, procedures and workforce initiatives.
- Identify, advise and build team capabilities, structures and processes in conjunction with HR Performance team managers to ensure skills and capabilities are resourced and functioning at a high capacity.
- Provide effective and professional operational leadership and direction to employees of the HR Performance team through fostering and encouraging a workplace environment that is outcomes focussed, positive and instils a culture of continuous improvement.

- Actively lead and manage a team to deliver services in a partnership approach with the business lines.
- Establish and maintain effective liaison with a range of external agencies, Hospital and Health Services, unions, Department of Health and HSQ managers to ensure input on major policy initiatives.
- Build and maintain effective partnerships/relationships with industrial organisations, workplace delegates, industrial relations forums, and other service providers, including leading the industrial frameworks and the consultative forums for HSQ.
- Represent HSQ on the certified agreement working parties with the Department of Health, ensuring that the interest of HSQ is considered at all times.
- Proactively contribute to the People Performance and Excellence leadership team and when required, represent the interests of the Executive Director at meetings, forums and committees.
- Provide key input into business planning and strategy, present and analyse reports, provide high level written correspondence, including briefs, ministerials and estimate briefs.
- Administer the Human Resource Performance Unit's financial services, including the management and accountability for planning and direction of the annual budget process as required.
- Establish and maintain innovative and effective liaison with external agencies, Department of Health and HSQ managers to ensure input on major policy initiatives.
- Manage multiple complex projects and initiatives across the full range of service areas and business lines ensuring HR systems are in place and fostering the enhancement of a change ready culture.
- Support and lead the collaborative and persuasive business model and organisational style that engages the HSQ's stakeholders.
- Develop a positive culture within People Performance and Excellence business which encourages and recognises high performance, builds leadership capabilities and supports staff to maximise their potential and learning.
- Represent HSQ and the Executive Director, People Performance and Excellence on matters relating to workforce management issues and provide high level expert input to relevant committees, meetings, forums and working parties.
- Be an effective member of the People Performance and Excellence leadership team, contributing to outcomes that will enhance the customer experience and encourage partnerships with the business lines.
- Report on Human Resource performance and risks to the Executive Director People Performance and Excellence.

The Director Human Resource Performance currently has three direct reports, with a team of twelve employees.

Mandatory qualifications/professional registration/other requirements

- Relevant tertiary qualifications for a senior human resources management appointment would be highly desirable.
- A relevant postgraduate qualification in business management, human resources management / industrial relations or similar would be favourably regarded.
- Commitment to on-going professional learning in the discipline is expected

How you will be assessed?

You will be assessed on your ability to demonstrate the following key capabilities, knowledge and experience. Within the context of the responsibilities described above under 'Your role', the ideal applicant will be someone who can demonstrate the following:

- Experience in responding to complex challenges, at a senior management level, including the provision of expert advice on all aspects of human resources, employee relations, workforce development and recruitment strategies.
- Comprehensive knowledge of HR principals, practices, industrial agreements, awards and legislation together with an applied understanding of workforce systems and service delivery models.
- High-level strategic capability in order to provide direction and guidance to executives and line managers while promoting a culture of continuous improvement.
- Advanced interpersonal skills including conflict resolution, negotiation, consultation and communication that models integrity and builds collaborative relationships with internal and external stakeholders.
- Problem solving and decision making capabilities relevant to HR management processes including analysing evidence and providing detailed advice and recommendations.
- Proven experience in leading, managing, guiding and coaching employees that fosters a robust and integrated team alignment.
- Proven ability to deliver on agreed service outcomes across a multi-disciplinary organisation and respond to delicate situations in a flexible and strategic manner.

Your application

Please provide the following information to the panel to assess your suitability:

- **Your current CV or resume, including the names and contact details of two referees.** Referees should have a thorough knowledge of your capabilities, work performance and conduct within the previous two years, and it is preferable to include your current/immediate/past supervisor
- **An application of no more than 2 pages** that provides an overview of your experience in relation to the areas listed under "How you will be assessed", taking into account the role responsibilities
- **Psychometric assessment** may be used by the Panel as a selection tool to verify the suitability of the preferred applicant

Your employer— Health Support Queensland

Health Support Queensland (HSQ) is an organisational Division of the Department of Health and delivers a range of support services to enable the delivery of frontline health services. HSQ provides services to all Queensland Hospital and Health Services (HHSs), to other government agencies and to commercial clients.

The current services provided by HSQ include: pathology services , procurement and logistics for health related equipment, products and services, biomedical technology services, forensic and scientific services, linen and laundry services, medicines management, 13HEALTH , radiology support and payroll.

HSQ has a staff complement of approximately 4,000 full-time equivalents (FTEs) and has an operating budget of approximately \$900 million for the financial year 14/15. HSQ handles the procurement of approximately \$1 billion worth of goods on behalf of the Queensland public health system.

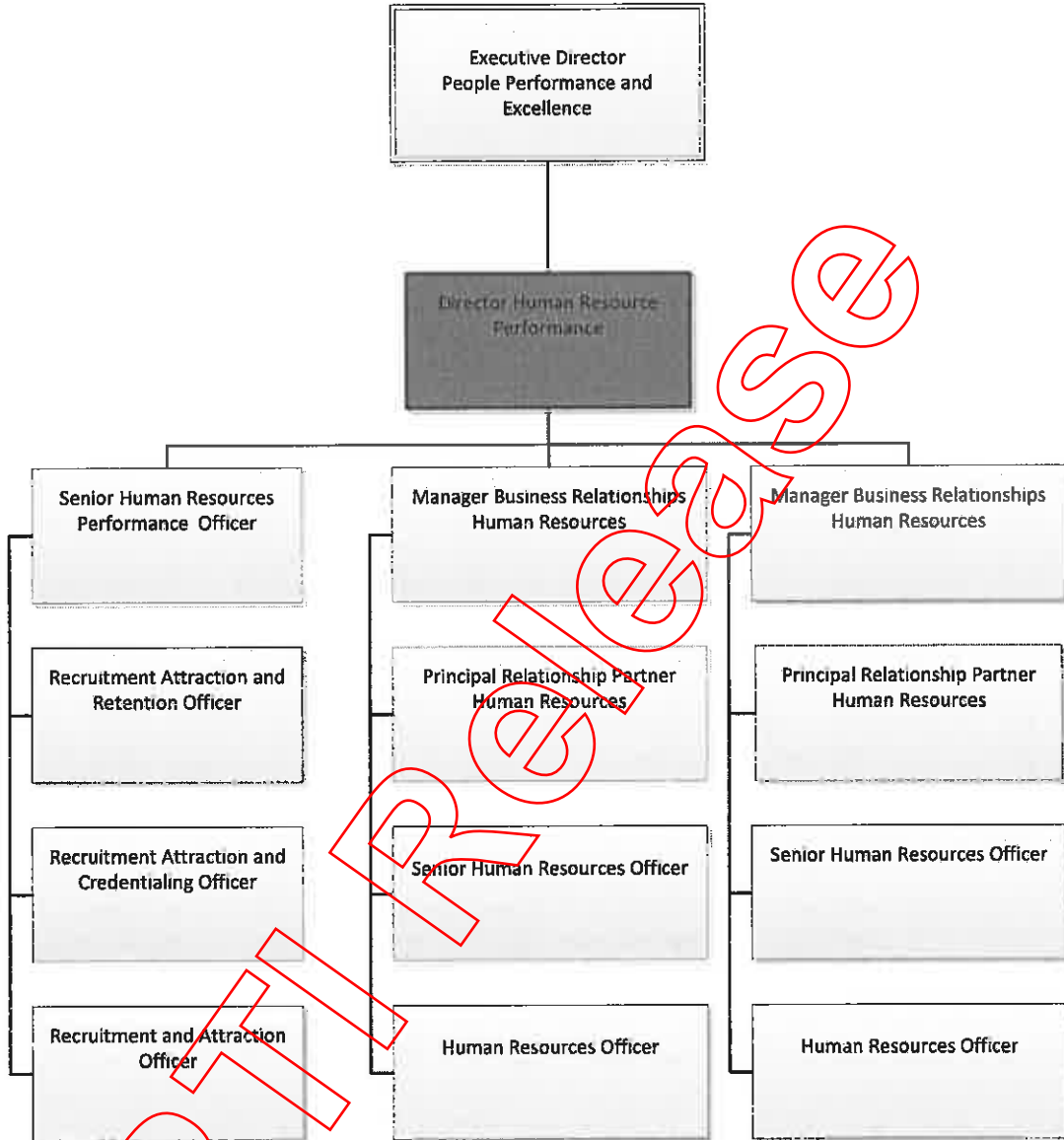
The Chief Executive is accountable for the day-to-day operation and performance of HSQ.

Additional information

- Permanent and temporary vacancies longer than 12 months remain current for 12 months OR Temporary vacancies less than 12 months remain current for vacancy duration
- Future vacancies of a temporary, full-time and part-time nature may also be filled through this recruitment process.
- Pre-employment screening, including criminal history and discipline history checks, may be undertaken on persons recommended for employment. Roles providing health, counselling and support services mainly to children will require a blue card, unless otherwise exempt.
- Employees who are permanently appointed to Queensland Health may be required to undertake a period of probation appropriate to the appointment.
- All relevant health professionals, who in the course of their duties formulate a reasonable suspicion that a child or youth has been abused or neglected in their home/community environment, have a legislative and a duty of care obligation to immediately report such concerns to Child safety services, Department of Communities.
- Applicants will be required to give a statement of their employment as a lobbyist (<http://www.psc.qld.gov.au/publications/assets/policies/lobbyist-disclosure-policy.pdf>) within one month of taking up the appointment.
- Applicants may be required to disclose any current pre-existing illness or injury which may impact on their ability to perform the role. Details are available in section 571 of the Workers' Compensation and Rehabilitation Act 2003 (<http://www.justice.qld.gov.au/fair-and-safe-work/workers-compensation-and-rehabilitation/workers-compensation-and-rehabilitation-legislation/workers-compensation-and-rehabilitation-act-2003>).
- Employees of Health Support Queensland are to actively participate in a working environment supporting quality human resource management practices including employment equity, anti-discrimination, occupational health and safety and ethical behaviour.

RTI 16/17-003

Organisational Chart



REDACTED

Role description

Job ad reference		Classification	Proposed DSO1
Role title	Director Workforce, Change and Organisational Development	Salary	
Status	Permanent	Closing date	
Unit/Branch	People, Performance and Excellence	Contact name	Dianne Woolley
Commercialised Business Unit	Health Support Queensland	Contact number	(07) 3096 2062
Location	Bowen Hills		

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- **Be courageous:** Own your actions, successes and mistakes. Take calculated risks. Act with transparency.
- **Empower People:** Lead, empower and trust. Play to everyone's strengths. Develop yourself and those around you.



Your opportunity

The Director Workforce Change and Organisational Development is a critical leadership role that will provide authoritative and strategic direction and advice to executives, senior managers and staff in Health Support Queensland (HSQ). The Director, will therefore assume the lead role in developing the enabling strategy, frameworks and systems to improve and sustain organisational performance and cultural alignment of HSQ.

This will include the design and execution of workforce planning, change management and organisational development strategies to embed a performance-oriented culture within the organisation through strong partnership with operational businesses. The role will be responsible for planning and implementing an effective people and leadership development strategy while working closely with other internal People Performance and Excellence Directors and Managers. In addition, the Director will oversee the learning and development function, creating, integrating and evaluating workforce programs and work practices that emphasise the achievement of customer objectives.

The environment within which this role operates is complex in that it operates as a Commercial Business Unit in a public sector environment. The role is responsible for the full range of workforce, change and organisational development for over 4000 staff in more than 57 locations across Queensland. Our staff work in linen facilities, offices, laboratories and in hospitals. Critical to the success of the workforce planning, change management and organisational development outcomes will be the relationships that are developed with HSQ line managers and staff, the Department of Health and Hospital and Health Services.

Your role

- Fulfil the responsibilities of this role in accordance with QPS values as outlined above.
- Provide strategic and operational direction, advice and support to the Executive Director People Performance and Excellence and other HSQ executives on the delivery and integration of change and organisational development strategies, policies and procedures to enable HSQ to meet its strategic and operational goals and priorities.
- With the Executive Director People Performance and Excellence, develop, implement and monitor a workforce strategy to ensure that HSQ's workforce needs are met for the future. This strategy will have due regard for the Department of Health Workforce Strategic Plan and the Public Service Commission Strategic Workforce Plan.
- Influence and integrate the key performance indicators from the HSQ Strategic Workforce Plan into the business line operational plans to meet the overall outcomes of HSQ.
- Lead the development and implementation of numerous workforce management frameworks that can include rewards and recognition, succession and career planning, performance and development, performance improvement, cultural capability, skills audits and training.
- Identify, source and drive the implementation and evaluation of a learning management system that incorporates robust processes, procedures and compliance practices in order to provide effective workforce development of HSQ.
- Provide effective and professional operational leadership and direction to the Workforce, Change and Organisational Development team through fostering and encouraging a workplace environment that is outcomes focussed, positive and instils a culture of continuous improvement.

- Drive the development and implementation of a Leadership Development framework for emerging and current leaders across HSQ.
- Oversee and manage mandatory training standards for HSQ while monitoring and reporting on compliance.
- Establish a performance planning and development culture by facilitating and embedding relevant tools, learning systems and employee development processes.
- Facilitate culture and organisational change with particular emphasis on enhancing management capability to ensure workplace culture attracts and retains quality staff.
- Provide key input into business planning and strategy, present and analyse reports, provide high level written briefings, plans and correspondence.
- Lead and manage the Employee Opinion Survey for the organisation, including the implementation of the associated action plans.
- Administer the Workforce, Change and Organisational Development Unit's financial services, including the management and accountability for planning and direction of the annual budget process as required.
- Provide strategic and operational contribution to the wider agenda of organisational development and change management being pursued by HSQ People Performance and Excellence.
- Establish and maintain effective liaison with external agencies, Department of Health, Hospital and Health Services and HSQ managers to ensure input on major policy initiatives.
- Build and maintain innovative and effective workplace relationships that meet strategic and operational outcomes.
- Manage multiple complex projects and initiatives across the full range of service areas and business lines ensuring people systems are in place and fostering the enhancement of a change ready culture.
- Create a collaborative and persuasive business model and organisational style that engages the HSQ's stakeholders and partners.
- Develop a positive culture within People Performance and Excellence business which encourages and recognises high performance, builds leadership capabilities and supports staff to maximise their potential and learning.
- Represent HSQ and the Executive Director People Performance and Excellence on matters relating to workforce management, organisational development, staff opinions and provide high level expert input to relevant committees, meetings, forums and working parties.
- Provide the Executive Director People Performance and Excellence with a risk profile and potential strategies as it pertains to organisational change and development.
- Lead the development of a non-technical training, learning and development strategy for HSQ, including the development of an innovative and robust orientation and onboarding programs.
- Lead the development and implementation of management capability programs to build capability and to support staff to maximise their potential..

The Director Workforce, Change and Organisational Development currently has one direct report and a team of six employees.

Mandatory qualifications/professional registration/other requirements

- Relevant tertiary qualifications for a senior human resources management appointment would be highly desirable.

- A relevant postgraduate qualification in organisational development, change or similar would be favourably regarded.
- Commitment to on-going professional learning in the discipline is expected.

How you will be assessed?

You will be assessed on your ability to demonstrate the following key capabilities, knowledge and experience. Within the context of the responsibilities described above under 'Your role', the ideal applicant will be someone who can demonstrate the following:

- Experience in responding to challenges, at a senior management level, including the ability to provide leadership and expert direction and advice on all aspects of change management, organisational development and workforce planning.
- Comprehensive conceptual, analytical, problem solving and planning skills and the ability to apply them in the development of workforce management strategies that support current and emerging organisational objectives and emerging trends.
- Proven experience in leading, managing, guiding and coaching work units that fosters a robust and integrated team alignment and which delivers on agreed service outcomes.
- High level strategic capacity in order to provide direction and guidance to executives and line managers while promoting an environment of continuous improvement.
- Experience in formulating new approaches, developing organisational culture and capability and delivering workforce improvement plans across a multi-disciplinary organisation.
- Strong interpersonal skills including conflict resolution, influencing, negotiation, consultation, communication skills to build effective teams

Your application

Please provide the following information to the panel to assess your suitability:

- **Your current CV or resume, including the names and contact details of two referees.** Referees should have a thorough knowledge of your capabilities, work performance and conduct within the previous two years, and it is preferable to include your current/immediate/past supervisor.
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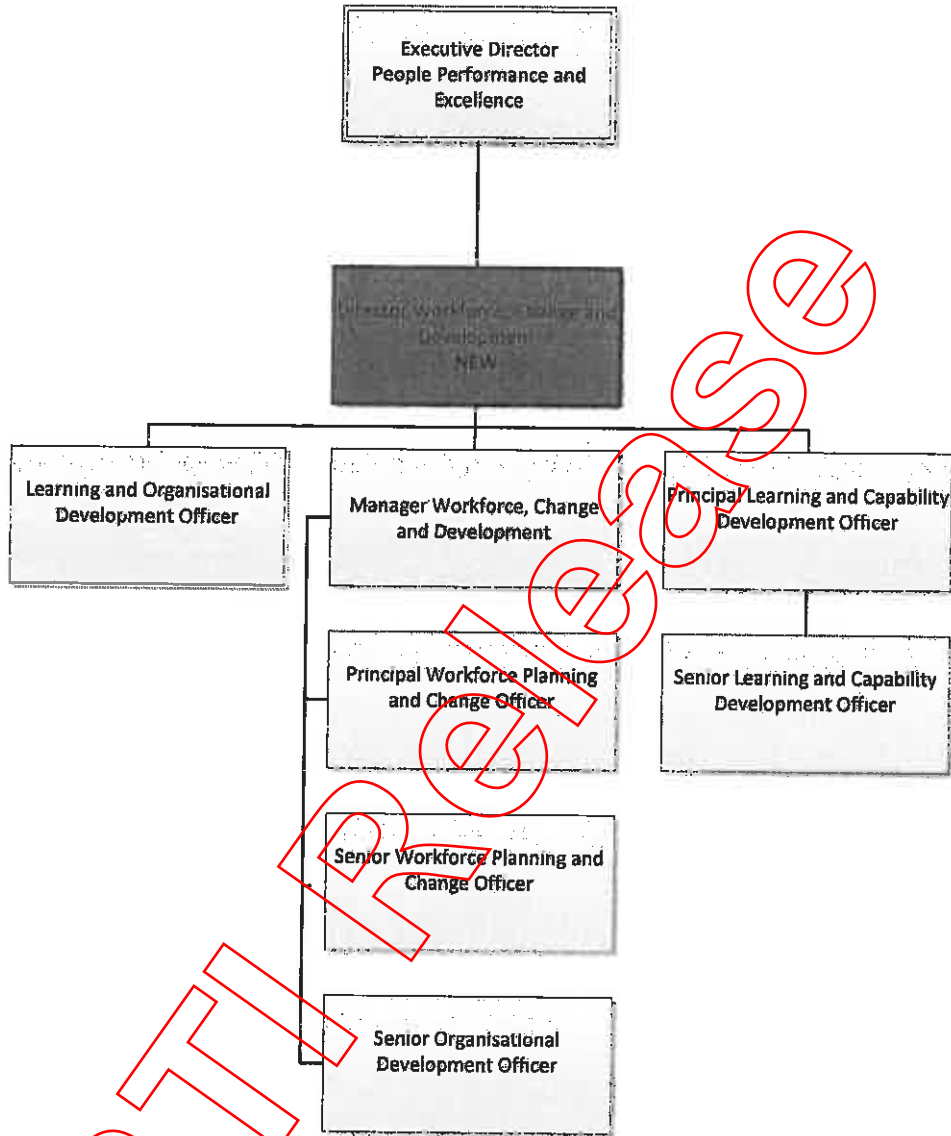
HSQ has a staff complement of approximately 4,000 full-time equivalents (FTEs) and has an operating budget of approximately \$900 million for the financial year 14/15. HSQ handles the procurement of approximately \$1 billion worth of goods on behalf of the Queensland public health system.

The Chief Executive is accountable for the day-to-day operation and performance of HSQ. The HSQ Advisory Board has been established to assist the Chief Executive and the Director-General, Department of Health in setting the strategic direction of HSQ.

Additional information

- Permanent and temporary vacancies longer than 12 months remain current for 12 months OR Temporary vacancies less than 12 months remain current for vacancy duration
- Future vacancies of a temporary, full-time and part-time nature may also be filled through this recruitment process.
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- Employees who are permanently appointed to Queensland Health may be required to undertake a period of probation appropriate to the appointment.
- All relevant health professionals, who in the course of their duties formulate a reasonable suspicion that a child or youth has been abused or neglected in their home/community environment, have a legislative and a duty of care obligation to immediately report such concerns to Child safety services, Department of Communities.
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- Employees of Health Support Queensland are to actively participate in a working environment supporting quality human resource management practices including employment equity, anti-discrimination, occupational health and safety and ethical behaviour.

Organisational Chart



RTI REQUEST

Private & Confidential

Ms Joanne Ghanem
A/Principal Advisor
Executive Contracts Team
Human Resource Branch
Corporate Services Division
Department of Health
GPO Box 48
Brisbane QLD 4001

29 June 2016

Subject: Work Value Assessments – Two HR Directors, Health Support Queensland

Dear Joanne

Thank you for your request seeking the assistance of Mercer Consulting (Australia) Pty Ltd (Mercer) to provide independent work value assessments for the following positions within Health Support Queensland (HSQ):

- Director, HR Performance
- Director, Workforce Change & Organisational Development.

To provide this advice, Mercer has carried out the following activities:

- Familiarised ourselves with the positions through the background study of relevant documentation, including the position descriptions and organisational chart
- Held a discussion with the Executive Director, People and Culture, Ms Dianne Woolley, to further investigate the scope, complexity and accountability of the positions
- Analysed the positions using the JEMS Job Evaluation methodology
- Recommended classification levels based on the work value outcomes
- Applied Mercer's quality assurance processes including relativity checks and peer review, and
- Compiled this letter of advice.

This letter provides the work value outcomes for the roles and a brief context behind the assessment findings.

Context

HSQ is an organisational division of the Department of Health and delivers a range of support services to enable the delivery of frontline health services. Services are provided principally to Hospital and Health Service (HHS) customers, but also to other state government agencies and private customers.

HSQ has undergone significant reform with the intention of consolidating all state-wide services provided to the HHSs in a single Division and is expected to compete directly with the private sector for the continued provision of these services. HSQ is progressively commercialising its operations by establishing fully costed charges for the goods and services it provides.

HSQ has a staff complement of approximately 4,000 full-time equivalent employees and has an annual operating budget of approximately \$900 million. In addition, HSQ handles the procurement of approximately \$1 billion worth of goods annually on behalf of the Queensland public health system.

Overview of the Roles

Director, HR Performance

The Director, HR Performance reports to the Executive Director, People and Culture and is responsible for providing leadership and direction to HSQ's Industrial Relations, Attraction and Retention, HR Business Partnering, Medical Support, and Recruitment Services functions. The role is accountable for developing, implementing and reviewing organisation-wide HR strategies, frameworks, systems, processes and practices that facilitate the effective management of the HSQ workforce and drive improvements in performance. The role also provides expert advice to the Executive Director People and Culture and the HSQ Executive team in relation to the effective design and delivery of major HR policy initiatives.

Key complexities for the role include representing the organisation in certified agreement negotiations with unions; overseeing complex HR case management activities; driving the reduction of workforce risks; and resolving employee relations disputes. The role also has management accountability for approximately 12 FTEs.

To be successful in the role, the incumbent requires extensive experience as a senior HR generalist within a complex organisation, along with comprehensive knowledge of HR practices, industrial agreements, awards, legislation, workforce systems and service delivery models. The role also requires excellent negotiation, conflict resolution and stakeholder management skills.

Director, Workforce Change & Organisational Development

The Director, Workforce Change & Organisational Development reports to the Executive Director, People and Culture and is responsible for leading the design and execution of HSQ-wide workforce planning, change management and organisational development strategies. The role is charged with embedding a performance-oriented culture across HSQ and, as such, leads the development and implementation of reward, recognition, leadership development, succession planning, talent management, and learning and development frameworks, systems and initiatives that enable cultural alignment and facilitate sustainable improvements in organisational performance.

The role provides authoritative advice to the Executive Director People and Culture and the HSQ Executive team on the integration of change and organisational development strategies, policies and procedures to ensure alignment with the operational goals and priorities of each business stream.

The Director will also be challenged to deliver these strategies across a geographically-dispersed organisation, and to source and implement an organisation-wide Learning Management System that incorporates robust processes and procedures that facilitate HSQ's compliance with mandatory reporting requirements. The role has management accountability for approximately 7 FTEs.

To be successful in the role, the incumbent requires extensive experience leading the design and delivery of workforce planning, change management and organisational development programs in a large, multi-disciplinary and geographically-dispersed organisation. Strong influencing skills are also required as the role will lead consultations and negotiations with unions in relation to contentious organisational change issues.

Work Value Assessment

Mercer regards the following work value profiles to be appropriate and reasonable representations of the positions under review.

Table 1: Work Value Profiles

Position	Impact	Expertise	Judgment	Accountability	Total
Director, HR Performance	Advice	F4-d+ (269)	D+5- (218)	E2d (234)	721
Director, Workforce Change & Organisational Development	Advice	F4-d (269)	D+5- (218)	E2d (234)	721

These evaluations are only valid in the current context and structure of HSQ.

The work value outcomes place the roles at the following levels of the Queensland Public Service classification structure.

- Director, HR Performance SO
- Director, Workforce Change & Organisational Development SO.

Mercer recommends classification at these levels.

Page 4
29 June 2016
Ms Joanne Ghanem
Queensland Health

Joanne, I trust this advice meets with your requirements. If you require additional clarification or have any questions regarding this advice, please do not hesitate to contact me on 07 3234 4829 or alternatively Catherine Seton on 07 3234 4810.

Yours sincerely



Matthew Van Geest
Consultant



Catherine Seton
Principal

RTI Release