

- Training and Development

**November 2013 – April 2014**  
**Contract**

**West Moreton Hospital and Health Service**  
**Director HR Services**  
**Temporary Contract**

West Moreton Hospital and Health Service (HHS) employs approximately 3000 employees based at Ipswich, Boonah, Esk, Laidley and Gatton Hospitals, Wolston Park Mental Health Facility, Community Health Units and Offender Health Facilities.

With a team of twelve this temporary contract is responsible for ensuring the delivery of the transition of the HHS to become a Prescribed Employer. The human resources function will be restructured and will need to demonstrate capacity and capability to support the Health Service to be an employer. The move to Prescribed Employer will allow the HHS to hold all authorities and accountabilities for human resources delegations and decisions. Queensland Health will continue to set the terms and conditions of employment.

Whilst the Project Team were undertaking this critically important project I was responsible for ensuring the continued delivery of the human resources and recruitment functions across the HHS.

**Accountabilities**

- Provide strategic HR advice to Line Managers across the HHS and manage operational HR matters.
- Provide support and coaching to Line Managers, Executive Leadership Group and the Board across a range of HR related processes including:
  - Recruitment and Selection
  - Performance management
  - Disciplinary matters
  - Interpretation of Enterprise Agreements and HR policies
  - Organisational design
  - Succession Planning, Career & Development planning
  - Culture & engagement surveys
  - Project Management

**April 2012 – October 2013**

**Aurizon Pty Ltd (formerly QR National)**  
**Manager Human Resources**

Aurizon Holdings Limited is a top-50 ASX-listed company offering rail and road based freight transport and infrastructure solutions across Australia. Previously known as QR National, foundations are based on 147 years of rail freight experience.

With a team of two, my role was responsible for the delivery of an efficient, effective HR generalist service to regional leaders across the organisation that supported a safety and performance-driven culture enabling the achievement of functional and enterprise objectives.

**Achievements**

- Site HR Lead in the most significant restructure of the largest Maintenance Workshop contributing approximately \$10 million in cost savings.
- Appointed as mentor for 3 (three) HR Graduates during their operations rotations
- HR Operations Lead on the Transition to Operations Project

**Accountabilities**

Manage local implementation of HR Strategy/Initiatives and HR processes and participation in functional initiatives as required.

- Provide strategic HR advice to regional leadership teams and manage operational HR matter to enable achievement of business goals through effective HR practices.
- Liaise between the operations team and specialist HR Teams to ensure HR services are aligned to internal client needs
- Provide support and coaching to Leaders, Managers and the regional HR Team across a range of HR related processes including:
  - Performance management
  - Remuneration review
  - Disciplinary matters
  - Interpretation of Enterprise Agreements and HR policies
  - Organisational design
  - Succession Planning, Career & Development planning
  - Culture & engagement surveys
- Provide change and engagement support for functional or regional specific initiatives as required

**July 2011 – April 2012**

**Stadiums Queensland  
Manager Human Resources**

Leading a team of 6 (six) human resources professionals my role was responsible for delivering the human resources and payroll function for 9 (nine) sporting stadiums including, The Gabba, Skilled Park and Sleeman Sports Complex, throughout Queensland for approximately 1300 Employees.

#### **Accountabilities**

- Responsible for the Human Resource, Payroll and Industrial Relations functions.
- Develop the most appropriate industrial relations strategy to cover 9 (nine) sites and Corporate Office.
- Lead negotiator for Certified Agreement negotiations (3 Agreements and a Memorandum of Understanding).
- Deliver and lead, with the senior management team, a unique and exceptional culture.
- Build leadership readiness at the Venues and maintain succession plans.
- Manage all facets of training and talent management strategy.
- Review and implement policies, procedures, recruitment and induction processes.
- Develop employee capabilities at the Venues and Corporate Office.
- Reinforce standards of performance and behaviour through performance management systems.
- Partner with members of the executive team to deliver the human resources strategy in the Venues and Corporate Office.
- Provide professional human resource services to General Managers and employees at the Venues and Corporate Office.
- Develop and deliver the Human Resources Strategic Plan.
- Ensure compliance with Corporate Governance and HR Delegations.
- Build collaborative relationships with Venue Managers, the Board of Directors and Unions.

**November 2010 – June 2011  
(Secondment)**

**Coles Group  
National Logistics Capability Manager**

At the conclusion of the secondment to the National Distribution Centre (NDC) I was offered a project role to map the capability offering in the Supply Chain and Logistics area of the business. The role had national responsibility for training and capability development and had 6 dotted line reports across the network.

Primary responsibilities include mapping capability opportunities, training, compliance and leadership development.

#### **Accountabilities**

- Implemented succession planning and talent management across the sites
- Implemented training plans for the management teams in 6 sites
- Build management readiness and capabilities
- Implement the Leadership Development Programs nationally
- Facilitate the delivery of Certificate and Diploma accredited training through a Registered Training Organisation.

**January 2010 – November  
(Secondment)**

**Coles Group – National Distribution Centre  
Eastern Creek  
Human Resources Manager**

In January 2010 I was asked by Coles to assist them at their National Distribution Centre (NDC) at Eastern Creek, NSW for a period of six weeks. At the conclusion of the six week project I was asked to remain at the NDC for the remainder of the year (2010).

I was responsible for the human resource and training functions on site at the largest Grocery, Liquor and General Merchandise Distribution Centre in New South Wales. The NDC is a highly unionised site with approximately 500-600 team members, depending on volume.

#### **Accountabilities**

- Responsible for the Human Resource and Industrial Relations functions.
- Management of the Training and Development Manager and 2 Contracted Site Trainers.
- Implement succession planning and talent management across the site.
- Implement training plans for the management team.
- Build management readiness and capabilities.
- Implement the Leadership Development Program.
- Facilitate the delivery of Certificate and Diploma accredited training through a Registered Training Organisation.
- Reinforce standards of performance and behaviour through performance management systems.
- Build relationships with Coles senior management, service providers and the union.
- Participate in Operations meetings, budget and planning discussions.

**March 2008 – June 2011**

**Polar Fresh  
Queensland People and Culture Manager**

Polar Fresh is 3rd Party Logistics Company with the contract to operate the Coles Distribution Centre at Parkinson, QLD, to deliver the chilled, frozen and confectionary products to Coles stores in Queensland and Northern NSW.

I was responsible, supported by a team of 5 (five) human resources, safety and training professionals, for the development of a high performance, productive, responsive and flexible work force through the application of sound human resource management and employee relations principles for a Greenfield site.

#### **Achievements**

- Received, on behalf of Polar Fresh, the Chartered Institute of Logistics and Transport Association – QLD (CILTA) Excellence in People Development Award 2009.
- Received, on behalf of Polar Fresh, the Supply Chain and Logistics Association of Australia

(SCLAA) People Management Award 2009.

- Management and development of a team of 2 Human Resource Officer, 1 Safety Officer and 2 Site Trainers.
- One of the key contributors to the most successful go live in the Coles transformation.
- Quickly developed trust with our Joint Venture Board.
- Managed the delivery of 25,000 training hours over six weeks.
- Managed the selection and training for 417 new Team Members.
- Developed policies, processes and training for a Greenfield site.
- Negotiated a Greenfield Certified Agreement.
- Developed an in-house Team Management Development Program.

#### **Accountabilities**

- Responsible for the Human Resource, Safety and Industrial Relations functions.
- Develop the most appropriate industrial relations strategy that enhances the operation while providing flexibility, workplace harmony and cost effective services.
- Deliver and lead with senior management team, a unique and exceptional culture.
- Build leadership quality and readiness at all levels and maintain succession plans.
- Manage all facets of training and talent management strategy.
- Optimise processes and practices including policies, procedures, recruitment and induction
- Develop employee capabilities.
- Ensure a winning work environment assisting all employees in achieving the Polar Fresh's vision, values and business objectives.
- Overall responsibility for maintaining Polar Fresh's compliance with all occupational health and safety legislation, providing a safety focus for all.
- Building relationships with our Customer, Joint Venture Partners and external stakeholders.

**October 2007 – March 2008**

**Queensland Rail (QRNational Coal)  
Senior HR Adviser**

Responsible for project managing the 2008 People Project for QRNational Coal, the largest Business Unit of Queensland Rail. This includes the negotiation and implementation of the Enterprise Bargaining Agreement for the Coal Division, 1500 employees.

#### **Accountabilities**

- Complex Case Management – Workers Compensation and disciplinary matters.
- Provision of Employee Relations advice
- Drafting of industrial relations strategy
- Project Leader for the People Project 2008
- Liaison with Unions, Lawyers and Counsel
- Negotiation, consultation and drafting of certified agreements

**Jan 2007 – October 2007  
(Contract)**

**Woolworths Limited  
HR Specialist - Ambient**

Responsible for the human resource function for the Ambient (grocery) section of the largest WOW Distribution Centre in Australia (1500+ employees at completion of the project). Member of a large project team responsible for the smooth transition of approximately 900 employees from two closing Distribution Centres to the new state of the art, fully automated Distribution Centre.



**Achievements**

- HR Lead in the project that transitioned a total of 900 employees.
- Successful in quickly gaining trust and acceptance of HR and Operations teams.
- Successful in building a good working relationship with the Union and Union Delegates.
- Managed implementation of a Leadership Development Program (100 trainee's attended 7 sessions over a five week period).

**Accountabilities**

- Recruitment
  - Ensuring workplace Health & Safety compliance
- Provision of Employee Relations advice
- Counselling and discipline advice and coaching
- Provision of Training and development
- Provide coaching and support to Operations Team (4 Shift Managers, 12 Team Leaders and 40 Team Co-ordinators)

**August 2006 – December 2006**  
**(Contract role)**

**BDO Kendalls**  
**Senior HR Consultant**

**Achievements**

- Established a monthly HR Networking Forum of 75 participants
- Successfully tendered and completed the first Workplace Health and Safety Audit completed by BDO Kendalls for a Client

**Accountabilities**

- Provide an outsourced Human Resource function to Clients
- Advise Clients in relation to industrial relations issues
- Draft HR policies and procedures
- Facilitate and administer Team Management Systems and profiles
- Deliver billable consulting hours to budget
- Provide outsourced recruitment function for Clients
- Draft contracts and employment agreements

**November 2004 – July 2006**

**Harvest FreshCuts Pty Ltd**  
**Site People & Culture Manager**

**Achievements**

- Successful in the delivery and facilitation of active involvement of employees at all levels of the business in the Character First! Program through coaching.
- Successful implementation and delivery of training to all line managers in relation to a quarterly People Review Process – nationally.

**Accountabilities**

- Responsible for the human resource function for the Head Office site (300+ employees) of a large FMCG manufacturing plant.
- Management of a team of 3 Human Resource professionals, 2 Payroll professionals and 2 Site Support Officers.
- Day to day responsibility for:-
  - Co-ordination of Character First
  - Recruitment (incl overseas)
  - WorkCover and rehabilitation
  - ~~Workplace Health & Safety~~

- Employee Relations
- Contracts and pay reviews
- Counselling and discipline
- Reward and Recognition program
- Training and development

**June 2003 – November 2004****Livingstones Australia  
Industrial Relations Consultant****Achievements**

- Successfully arbitrated my first unfair dismissal for a major client
- Negotiated several Enterprise Bargaining Agreements for major clients within budget, on time and without industrial unrest.

**Accountabilities**

- Conduct in house and Client specific training courses.
- Development of training material/courses.
- Provide advice to clients (employers) in relation to industrial relations.
- Negotiation, consultation and drafting of certified agreements.
- Representation of clients in Industrial Tribunals, Anti-Discrimination Commission, Medical Assessment Tribunals and Magistrates Court - conciliation and arbitration.
- Negotiate variations to State and Federal Awards.
- Liaison with Unions, Lawyers and Counsel.
- Research and advice to clients as required.
- Research and prepare briefing/information papers.
- Researching and writing of articles for newsletters.
- Research and prepare briefs to Lawyers and Counsel.
- Draft policy documents and manuals.
- Provide advice in relation to human resource issues.

**Education**

2011	Charles Sturt University – Wagga Wagga Campus, Master of Human Resources – 5 subjects completed
2004	Charles Sturt University – Albury Campus, Graduate Certificate of Industrial Relations
1980 – 1985	Kempsey High School, Kempsey, NSW Level Attained: School Certificate

**Key Training Courses**

2011	Undertaking Workplace Investigations – Livingstones Australia
2009	Understanding the Fair Work Act – Livingstones Australia
2008	Negotiation Skills Course – Clayton Utz
2006	WorkChoices Seminar – Livingstones Australia
2003	Accreditation - Workplace Rehabilitation Co-ordinator, National Safety Council of Australia
2002	Hay Panel Job Evaluation Course, University of Queensland
2002	Conciliation in the Commission, Industrial Relations Society of QLD

- 2001 Advocacy in the Commission Course, Industrial Relations Society of QLD
- 2001 Getting to know the Act – Advanced, Anti-Discrimination Commission – Queensland
- 2001 Getting to know the Act – Introduction, Anti-Discrimination Commission – Queensland
- 2001 Contact Officer, Anti-Discrimination Commission – Queensland
- 2000 – Present Legal Education Seminars
- Finalising Legal Settlements
  - Injunctions – The Quick Fix
  - Employment Termination & Entitlements
  - The Employment Relationship
  - WorkCover
  - Recovery of Wages
  - Witness Statements
  - Cross Examinations
  - Submissions



## Role Description for Director Human Resource Services

<b>Business unit:</b>	Human Resource Services	<b>Division:</b>	Workforce
<b>Position ID:</b>	TBA	<b>Location:</b>	Ipswich Hospital, Ipswich
<b>Classification:</b>	AO8	<b>Contact:</b>	Alan Millward
<b>Salary:</b>	\$111 255 - \$117 736 per annum	<b>Telephone:</b>	
<b>Employment status:</b>	Permanent Full Time	<b>Closing date:</b>	Wednesday, 02 October 2013 Applications will remain current for 12 months.
<b>Vacancy reference:</b>	H13WM08621		

### About this role

The primary purpose of the role is to provide senior, strategic leadership and direction to the Human Resource Services Team to facilitate delivery of high quality HR services to the West Moreton Hospital and Health Service. The role provides senior level HR advice and support to the Health Service Executive and Board about HR matters and compliance with statutory requirements related to HR.

The key accountabilities of the role are to:

- Lead and manage a team in the provision of contemporary, best practice HR services in the following areas:
  - workforce planning;
  - performance management;
  - learning and organisational development;
  - HR policy and practices;
  - equity and diversity;
  - HR advisory and consultancy services
  - employment conditions and benefits;
  - recruitment and staff selection;
  - workforce information, analysis and reporting.
- Provide senior level advice, support, briefings and reports to the Health Service Executive and Board and work as a business partner with Executive in resolution of complex workforce issues.
- Actively contribute to the Workforce Division senior leadership team including in the development of workforce strategy for the Health Service.
- Identify and manage risks to the Health Service in relation to workforce management.
- Direct and manage the HR Services team in line with strategic objectives and operational plans and monitor and evaluate outcomes and performance against objectives.
- Effectively manage the performance and development of HR Services Team members and coach and support the team to enable each member to work to their potential.
- Develop and implement innovative and effective solutions that address critical HR issues and gaps in organisation capability.

- Ensure the Health Service has in place the necessary systems, procedures and mandatory training to ensure compliance with statutory obligations and best practice workforce management.
- Effectively manage significant and complex HR projects.
- Lead strategic and operational planning for the HR Services function, including reporting on performance against objectives.
- Develop and implement contemporary and outcomes focussed HR policy and continuously review and improve existing policies and HR practices.
- Build and maintain healthy and productive relationships with key stakeholders internally and externally to the Health Service.
- Actively contribute to developing and maintaining a culture which values health and safety and where staff are vigilant to risks of harm to their co-workers, clients or visitors.
- Actively participate in the Health Service Individual Performance Planning and Appraisal and Individual Development Planning processes.

### Staffing and budget responsibilities

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- This position reports directly to the Executive Director Workforce.
- This position has two direct reports and responsibility for a total team of 8 HR Advisors.

#### Financial Delegations

- \$5000 recurrent
- \$2500 non recurrent

### Attributes required for effective performance in this role

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The information in this section is used to assess candidate suitability to perform effectively in the role.

#### Mandatory Qualifications / Professional Registration:

- There are no mandatory qualifications for this position.

#### Key capabilities required for this role:

- Excellent record of achievement in similar senior HR roles.
- Ability to provide dependable HR advice and consultancy support at a senior level across a broad range of HR activities.
- Excellent leadership, influencing, communication and interpersonal skills.
- Demonstrated ability to drive change and improvement in HR capability across an organisation and to develop and implement innovative and high quality solutions to complex HR issues.
- Ability to solve complex problems and to exercise sound, independent judgement.
- Candidates must have the ability to develop high quality written communications, briefs and papers to a level appropriate to the role classification.

### How to apply for this role

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To apply for this role please provide the following documents:

- Your current resume including the name and contact details of at least two referees; and
- A short statement (maximum 2 pages) on how your experience, abilities, knowledge and personal qualities would enable you to achieve the key responsibilities and meet the key attributes.

The Health Service prefers candidates to apply for roles online through [www.health.qld.gov.au/workforus](http://www.health.qld.gov.au/workforus) or [www.smartjobs.qld.gov.au](http://www.smartjobs.qld.gov.au). If you apply online you can track your application during the selection process, maintain your personal details and contact details and withdraw your application if necessary.

If you are unable to apply online, please contact our Recruitment Services and Establishment Team on [redacted] or email [redacted] and we will assist you. We are not able to accept hand delivered applications.

To find out more about West Moreton Hospital and Health Service visit [www.health.qld.gov.au/westmoreton/](http://www.health.qld.gov.au/westmoreton/)

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## Employment related information

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### Pre-employment screening

Pre-employment screening including criminal history and discipline history checks may be undertaken on candidates recommended for employment. Roles providing health, counselling and support services mainly to children will require a Blue Card unless an exemption applies.

The recommended candidate is required to disclose if they have been subject to serious disciplinary action during any public sector employment. Candidates are also required to declare any factors which could prevent them from effectively fulfilling the requirements of the role.

All health professionals are responsible for maintaining their level of capability in the provision of health care and must comply with their reporting obligations in this regard.

Please refer to the document *Information for Applicants* for further information about pre-employment screening and other requirements.

### Salary Packaging

For information about the Public Hospital Fringe Benefits Tax (FBT) Exemption Cap please refer to the *Salary Packaging Information Booklet* for Department of Health employees available from our salary packaging provider RemServ at <http://www.remserv.com.au>. Questions about salary packaging can be directed to the RemServ Customer Care Centre on 1300 30 40 10.

### Disclosure of Previous Employment as a Lobbyist

Candidates appointed to the Health Service are required to give a statement of any previous employment as a lobbyist within one (1) month of taking up the appointment. Details are available at <http://www.psc.qld.gov.au/library/document/policy/lobbyist-disclosure-policy.pdf>.

### Probation

Employees who are permanently appointed to the Health Service may be required to undertake a period of probation appropriate. For further information about probation requirements, please refer to Probation HR Policy B2 <http://www.health.qld.gov.au/ghpolicy/docs/pol/gh-pol-197.pdf>.

Please refer to the document *Information for Applicants* for further employment related information.

## About Queensland Health

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The behaviour of our staff is guided by Queensland Health's commitment to high levels of ethics and integrity and the following five core values:

- Caring for people
- Leadership
- Partnership
- Innovation
- Accountability, efficiency and effectiveness.

## About West Moreton Hospital and Health Service

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West Moreton Hospital and Health Service has a long and proud history of caring for the communities of Ipswich, Boonah, Esk, Laidley and more recently Gatton. The hospital and health service is one of the largest employers in the region, employing more than 2500 staff.

West Moreton Hospital and Health Service delivers health services in a mix of metropolitan and small rural community settings and services a population of about 245,000 people. The Health Service catchment is the third fastest growth area in Australia and the population is forecast to increase to an about 475,000 people by 2026 (an increase of 90 per cent). The projected increase in population is the largest of any Hospital and Health Service in Queensland. The Health Service has excellent prospects for growth which makes it an ideal employer for those seeking to develop their career.

The Hospital and Health Service delivers health services across the continuum of care: preventative and primary health care services, ambulatory services, acute care, sub-acute care, oral health and mental health and specialised services (including Offender Health and Alcohol Tobacco and Other Drugs). WMHHS also has a major teaching role, providing both undergraduate and postgraduate clinical experience for members of the multi disciplinary healthcare team and has accountability for state wide research and learning facilities for mental health.

Our Health facilities include:

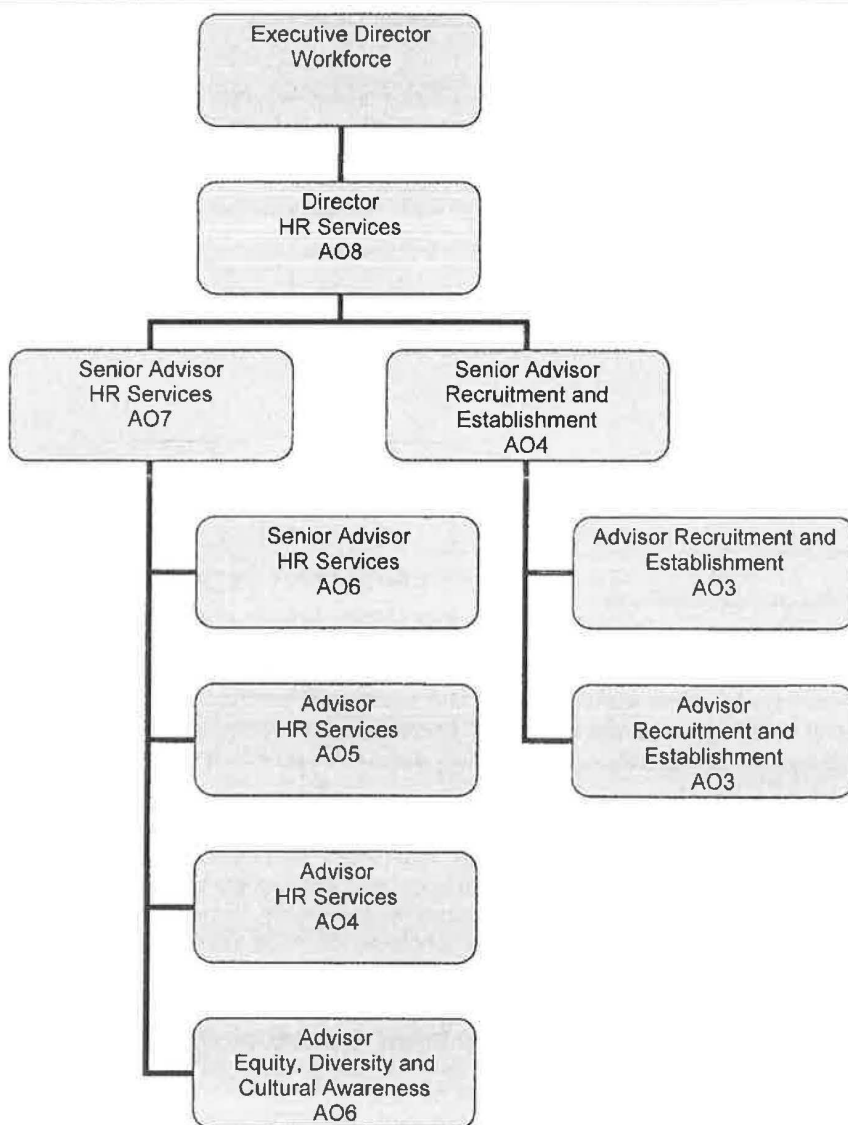
- Ipswich Hospital
- Boonah Health Service
- Esk Health Service
- Gatton Health Service
- Laidley Health Service
- Community Health Services
- The Park Centre for Mental Health

## About Workforce Division

The vision of the Workforce Division is for a safe, fair and productive workforce focussed on health care excellence. The Division has three business units:

- HR Services
- Workplace Relations
- Occupational Health and Safety

## Organisation chart



To find out more about West Moreton Hospital and Health Service visit [www.health.qld.gov.au/westmoreton/](http://www.health.qld.gov.au/westmoreton/)

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Enquiries to: Pratik Shadi  
 Date Prepared: 31/10/2013  
 Telephone: [REDACTED]  
 File Ref: AdL13WMT01874

Ms Kerrie Parkin  
 [REDACTED]

Dear Ms Parkin

I welcome you to Queensland Health and am pleased to inform you that approval has been given to offer you employment in the following position:

#### Position Details

Position Number:	32017089
Position Title:	Director Human Resources
Unit/Department/Division:	Workforce Division Ipswich Hospital West Moreton Hospital and Health Service
Location:	Ipswich
Classification:	AO8(1)
Award:	District Health Services Employees' Award - State 2012 in conjunction with Queensland Health Framework Award - State 2012 and the Queensland Public Health Sector Certified Agreement (No. 8) 2011 (EB8)

#### Employment Details

Employment Status:	Temporary Full Time
Hours per fortnight:	76
Gross Salary:	\$4264.40 per fortnight

#### Period of Employment

Commencement Date:	28 October 2013
End Date:	02 March 2014

Your appointment is for a temporary period. Continuation or extension of employment in this position cannot be guaranteed beyond the end date stated above. Please note that your employment may be terminated, by either party, in accordance with the termination clause in the above mentioned Award or other industrial instrument relevant to your employment.

Enclosed is the *Queensland Health General Terms and Conditions of Employment* which you must familiarise yourself with. Enclosed *New Employee Starter Kit* will provide you with essential information about your new employer, specific terms and conditions that may affect your employment. Please ensure you forward your signed Acceptance of Offer to Recruitment Services within **seven (7) days** of receipt of this letter.

If you have any questions regarding your appointment, please contact Alan Millward on  
07 [REDACTED].

Congratulations on your appointment. I look forward to your contribution to the delivery of  
our health services and I hope you find your work enjoyable and rewarding.

Yours sincerely

[REDACTED]

On behalf of  
Lesley Dwyer  
**Health Service Chief Executive**  
West Moreton Hospital and Health Service

1 /11/13

## "KP-04"

## Nursing Staff

First Name	Surname	Substantive	Comments	Job Matching Outcome
Adrian	Walder	Charge Nurse		Matched to CN The Park (High Secure)
Vanessa	Clayworth	Registered Nurse	Returns to substantive from 30.12.2013	Employee Requiring Placement/VR
Matthew	Beswick	Registered Nurse	Returns to substantive from 30.12.2013	Matched to RN Community Integration Mental Health
Mara	Kochardy	Registered Nurse Casual	Returns to substantive from 30.12.2013	No Action - Cas
Peta-Louise	Yorke	Registered Nurse	Returns to substantive from 30.12.2013	Matched to RN The Park (Medium Secure)
Susan	Daniel	CN Com Liaison		Long term ill - Outcome on hold
Rosangela	Richardson	Registered Nurse		Employee Requiring Placement/VR
Lourdes	Wong	Registered Nurse		Matched to RN Community Integration Mental Health
Maree	Sheraton	Registered Nurse		Employee Requiring Placement/VR
Peter	Kop	Registered Nurse		Long term ill - Outcome on hold
Kerrie	Armstrong	Registered Nurse		Long term ill - Outcome on hold
Henry	Tooman	Registered Nurse Casual	Returns to substantive from 30.12.2013	No Action - Cas
Stephen	Sault	Registered Nurse		Matched to RN The Park (Daintree))
Moir	Macleod	Registered Nurse		Matched to RN Offender Health
Kimberley	Sadler	Registered Nurse		Employee Requiring Placement/VR
Daisy	Aclan	Registered Nurse Casual	Returns to substantive from 30.12.2013	No Action - Cas
Brenton	Page	Registered Nurse	Ceases employment on 29.12.2013	No Action
Liam	Huxter	Registered Nurse		Employee Requiring Placement/VR
Victoria	Young	Registered Nurse	Returns to substantive from 30.12.2013	No Action
Roderick	Archer	Registered Nurse	Moves to Daintree/Franklin from 11.11.2013	No Action
Jamie	Barber	Registered Nurse Graduate	Moves to Daintree/Franklin from 11.11.2013	No Action
Genae	Rance	Registered Nurse Graduate	Moves to Central Resourcing from 03.03.2014	No Action
Reeta	Singh	Registered Nurse Graduate	Moves to Bandicoot from 11.11.2013 but back to BAC from 03.03.2014	No Action
Elaine	Ramsey	Admin Officer Grade 3 Ward Admin		Matched to AO Daintree
Trevor	Sadler	Visiting Medical Officer (VMO)		No Action - on hold
Kim	Hoang	Psychiatrist		Matched to HP4 OT (CIMS)
Megan	Hayes	Occupational Therapist Leisure		Employee Requiring Placement/VR
Carol	Hughes	Occupational Therapist Life Skills		No Action
Danielle	Corbett	Social Worker IMHS	Returns to substantive from 01.01.2014	Employee Requiring Placement/VR
Ashleigh	Trinder	Psychologist Senior		No Action
Angela	Clarke	Psychologist Senior		Matched to HP5 Speech Pathologist The Park
Thomas	Pettet	Speech Pathologist Consult		Finishes rotation on 02.02.2014
		Registrar Psychologist		

**DIRECTIVE No. 06/13**

Supersedes: 06/12

**Commission Chief Executive Directive: Employees requiring placement****1. Purpose:**

To establish a framework for the management of employees who require placement as a result of workplace change, in a manner that supports government workforce management priorities.

**2. Effective date:** 1 July 2013**3. Legislative provisions:**

Sections 25, 42, 46, 53, 55, 133, 134, 138 and 178 of the *Public Service Act 2008* (PSA).

**4. Application:**

This directive applies to all chief executives and tenured public service employees as defined under the PSA.

In accordance with section 55 of the PSA, for the purposes of this directive, sections 133 and 134 of the PSA are applied to tenured general employees as though they were public service officers.

**5. Previous references**

Directives 12/09, 4/99, 4/02, 31/99, 3/99, 4/98, 20/97

Deployment and redeployment provisions PSM Standard No. 9

**6. Related information:**

Directive relating to early retirement, redundancy and retrenchment

**Directive:****7. Principles**

- 7.1. A flexible and mobile public service workforce enables departments to respond to government priorities and changing service delivery requirements.
- 7.2. Chief executives are responsible for managing their departmental workforce to deliver government priorities.
- 7.3. Following workplace change, departments and employees are responsible for working co-operatively to give effect to new arrangements.
- 7.4. Where workplace change impacts on an employee's substantive role, placement of the employee into an alternative role is the joint responsibility of the department and the employee.

**8. Procedures for employees requiring placement**

- 8.1. In the first instance, the department and the employee must proactively consider options to facilitate the immediate placement of the employee into a suitable alternative permanent role.
- 8.2. Where an employee is unable to be placed into an alternative permanent role following workplace

change, the department must advise the employee in writing that the employee has been designated as an employee requiring placement **and** provide the employee with two calendar weeks to decide between two courses of action:

- (a) accept a voluntary redundancy (in accordance with the directive relating to early retirement, redundancy and retrenchment); or
- (b) pursue transfer (and/or re-deployment) opportunities.

- 8.3. Where an employee declines a voluntary redundancy under clause 8.2(a), no further voluntary redundancies will be offered.
- 8.4. Where the employee does not advise of their decision, in writing, within the two week period, the employee will be considered to have elected to pursue transfer (and/or re-deployment) opportunities.

## **9. Registration process**

- 9.1. Departments must establish and maintain a register of employees who require placement and who have elected to pursue transfer (and/or re-deployment) opportunities.
  - (a) Employees requiring placement must advise whether they wish to be considered for placement in roles at level only and/or also for placements at levels below their current substantive classification level ('re-deployment'). Where an employee elects to be considered for re-deployment they must specify the lowest classification level to which they consent to being re-deployed.
- 9.2. A case manager must be assigned to an employee requiring placement to facilitate the placement process. The registration process must be jointly undertaken by the employee requiring placement and their case manager, as soon as practical after the employee declined the voluntary redundancy under clause 8.2.
- 9.3. When registering an employee must:
  - (a) nominate three role categories in which they have the most skill and experience;
  - (b) attach a copy of their current resume and a referee statement from a current or recent supervisor (along with the name and contact details of a second referee).
- 9.4. The referee statement must include information about the employee's work performance and conduct. Employees requiring placement must be provided with a copy of the referee statement and given an opportunity to respond to any adverse comments. The department must consider any response and determine whether a revised referee statement should be obtained. The referee checking provisions contained in the directive relating to recruitment and selection apply.
- 9.5. A declaration of satisfactory conduct and performance must be made by the department as part of the registration process.
  - (a) Where a referee statement for an employee requiring placement contains adverse information, the employee is not eligible for cross department placement under clause 11 (but may be placed into roles within their department).

## **10. Actions to support placement**

- 10.1. Departments and employees requiring placement must work co-operatively to secure new placements.
  - (a) Employees must actively look for placements including applying for suitable advertised vacancies within and external to their department.
  - (b) Departments must consider employees requiring placement for temporary and permanent vacancies before proceeding to fill a vacancy by other means.
  - (c) Departments must provide employees requiring placement with meaningful duties whilst placement opportunities are being pursued.
  - (d) Departments should discuss opportunities for transfer (and/or redeployment) to all roles where the employee's skills and any necessary accreditations would require only reasonable re-training for them to be suitable.

**11. Service wide placement process**

- 11.1. To support employment security and permanent placement of employees, the Commission Chief Executive (CCE) may direct the referral of classes of vacancies for service wide placement.
- 11.2. Vacancies referred under clause 11.1 will be distributed to all departments for identification of possible matches with their employees requiring placement prior to filing by any other means.
- 11.3. Where a department identifies a possible match, they may refer an employee requiring placement by submitting a short statement outlining the reason for possible suitability to the receiving department. Departments have seven (7) calendar days to submit referral statements.
- (a) Where no referral statements have been received within seven (7) calendar days, the receiving department may proceed to fill the vacancy by other means.
- 11.4. Where a referral is made under clause 11.3 a suitability assessment must be undertaken by the receiving department.
- (a) For transfers, where the employee is assessed as suitable, a transfer direction is made in accordance with section 133 of the PSA. If the employee accepts the direction, a start date (usually no longer than two weeks) is to be agreed. Refusal of a transfer direction shall be managed in accordance with s134 of the PSA, provided an employee requiring placement shall be afforded one opportunity to decline a transfer without having to demonstrate grounds. An employee is to be provided with a minimum of five (5) working days in which to advise of their acceptance or refusal of the transfer direction.
- (b) For re-deployments, where the employee is assessed as suitable, a re-deployment offer is made. If the employee accepts the offer, a start date (usually no longer than two (2) weeks) is to be agreed. If an employee declines the offer, they will remain registered for placement opportunities.
- (c) A trial placement of up to three (3) months may be agreed where the employee's suitability cannot be reasonably determined through the initial suitability assessment process. The receiving department should consult the releasing department where a trial period is being considered. The receiving department is responsible for the employee's salary (excluding salary maintenance) during any trial period.
- (d) Where the employee is assessed as unsuitable (either following an initial suitability assessment or trial placement), a suitability report must be completed and discussed between the heads of Human Resources (or suitably experienced delegate) of the releasing and receiving agencies. The purpose of this review is to ensure the minimum requirements of a suitability assessment and report have been met. Employees must be notified of the outcome of the suitability assessment and reasons in writing.
- (e) Where more than one employee requiring placement is assessed as suitable, transfer directions shall be on the basis of relative merit between the employees.
- (f) The suitability assessment process should take no more than seven (7) working days from referral of the possible match to advice of outcome, including advice of trial placement.
- 11.5. A refusal or failure by the employee requiring placement to participate in suitability assessment processes may give rise to discipline action.

**12. Review**

- 12.1. Where an employee has been an employee requiring placement for four (4) months<sup>1</sup>, their department will conduct a review to determine whether continuing efforts to secure a permanent placement for the employee remains appropriate (including taking into account the employee's participation in the placement process). Where the review determines that reasonable placement efforts have been undertaken and it is not appropriate to continue these efforts, the department must provide the PSC with a copy of the review assessment. The PSC will consider the review and return it to the department with any relevant comments.

<sup>1</sup> Starting when the employee declines a voluntary redundancy offer under clause 8  
Directive 06/13