

Health HR

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# End of Year Highlights

## 2022-23

## Message from the Chief People Officer

The evidence presented during the Department of Health's hearings of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings was distressing and highlighted the need for significant structural and cultural change to better protect the safety of children and young people, especially at the Launceston General Hospital (LGH).



For Health HR, immediate work commenced to unpack what we heard, what we needed to know and how we needed to operate to strengthen child safeguarding while continuing to evolve and improve our processes. Debriefing sessions were held, and key actions commenced in relation to:

- improving our understanding of mandatory reporting and what we need to do
- improving our record keeping and the information that we need to document
- understanding the role of decision-makers and what our role is in the activity. This includes the need to identify risks and openly state them, and to provide all relevant information so that the decision-maker can exercise appropriate judgement
- reflect and review on past activities – is there anything we should be raising or any learnings we can now apply
- building our capabilities through undertaking Child Wise training (including mandatory reporting), transferring records to the centralised record management system, undertaking a tailored information session on Child Wise policy and procedures, attending Trauma informed practice

The Department and the Tasmanian Government also acted immediately and announced a Child Safe Governance Review of child safety and governance in the LGH and Human Resources – with a specific focus on the handling of serious misconduct such as institutional child sexual abuse.

Health HR significantly contributed to the Governance Advisory Panel (GAP), including proposing a new service delivery model and process changes to address concerns identified in both the Commission of Inquiry and by the GAP. We are committed to implementing the recommendations of the Child Safe Governance Review, including the 20 recommendations relating to HR and Management and Leadership Training and Development at the LGH and statewide.

We are also incorporating the recommendations into existing initiatives such as the One Health Culture Program. The One Health Culture Program is about building an inclusive environment that supports us all to work together – to learn, collaborate, problem solve, share risk, empower and respect one another – drawing on our diverse backgrounds, experiences, knowledge and skills.

Since the GAP recommendations have been released:

- All Health HR staff in the Employee Relations, Injury Management, Work Health and Safety, Policy and Generalist teams completed the Foundations of Child Safeguarding by the end of February 2023
- We commenced the Elevate Management Development Program on 18 April 2023, which has 50 LGH and Ambulance Tasmania managers participating. The Elevate Management Development Program will be rolled out across the Department throughout the year.
- To build leadership capability, we have developed the Aspire Leadership Development Program which was launched in August 2022 and will see multiple cohorts complete the program over the next five years.
- We are supporting the LGH to develop its own action plan from the outcomes of the People Matters Survey and the Child Safe Organisation survey, complemented by local survey data and additional pulse surveys as required.
- We are ensuring executives have access to the HR information they need to manage their workforce. Further work is being undertaken to refine HR reporting as part of developing culture action plans and the implementation of the new HR Information System (HRIS)



We recognise that we need to continue to move to a contemporary people and culture team so we can support the Department to improve the health and wellbeing of all Tasmanians.

***Our vision is to be an essential partner, providing a high-quality, responsive and trusted service.***

To get there we will leverage the opportunities provided by the introduction of the new Human Resource Information System (HRIS), build our team and evolve our service delivery model to meet the contemporary needs of Tasmania's largest Government Agency.

To ensure the success of HRIS, there are significant business readiness activities that will be required, including significant adjustment to existing HR practices within the Department of Health, most significantly in the time and leave management and rostering functions.

We have commenced a program of projects and initiatives all focused on improving the HR services that we deliver. This will ensure that the broader transformation program will see significant change for Health HR and how we work going forward.

These projects and initiatives include developing a self-service portal, Best Practice Rostering principles, simplifying recruitment processes, improving information to make it easier for employees to quickly find out how to do a process, defining our HR service catalogue, and developing a continuous improvement program to better support the Department.



A key component of this will be to implement a new Service Delivery model. This will:

- Improve the service offering of Health HR and focus resources where they are most needed.
- Enable a cross-team approach to provide support for managers, providing a faster response and rapid escalation for those that need it.
- Embed the recommendations from the Child Safe Governance review, including those relating to HR Business Partners.
- Embed processes and structures that can be successfully supported by technology as we transition to HRIS.
- Allow Health HR to focus on strategic issues to assist the Department to achieve their business outcomes.
- And for our Health HR team members, it will provide a range of development pathways for staff who are looking to grow and develop their skills and allow for flexibility to deepen employees' range of skills across a range of HR disciplines.

It's an exciting time within HR, with the model currently in the consultation stage with staff.

All of this work is happening while we continue to provide our business-as-usual HR services and I would like to acknowledge and thank all HR staff for their continued professionalism and commitment to supporting our vision and playing their part to improve the health and wellbeing of all Tasmanians.

Our work is supported by the Department's governance structure and Health HR staff are regularly participating in senior committees to progress HR initiatives. Our team also regularly participates in whole-of-Government working groups, such as the Tasmanian State Service Review, and Workplace Equity and Respect.

I am delighted to present this summary of key highlights from 2022-23 for the Health HR Group.

**Michelle Searle**

Chief People Officer

## HR Services

Our HR Services team has continued to deliver workforce services and strategies to ensure policies and practices are consistent with relevant legislation and Government policies.

The Department has the largest workforce of any Tasmanian Government agency and is also one of the state's most diverse workforces. Currently the Department uses a range of staff management, recruitment, payroll, rostering, leave and learning & development solutions that have been developed and implemented without regard for delivering a holistic, integrated end-to-end HR function.

Our teams do a fantastic job to support our clients and to ensure that we are working well together, 2022-23 will see our payroll and recruitment teams collocated together in both Hobart and Launceston.



Did you know that:

- Our ineffective systems and processes mean that our payroll teams manually process around 22,000 paper-based time and attendance sheets per fortnight.
- Our recruitment processes are not streamlined, and we have over 5,500 Statement of Duties currently in use.
- In the past year we have lodged 2,627 advertisements for positions across the Department and 15,641 different actions were processed through our Recruitment System.

The Department is making a significant investment in a new Human Resources Information System that will provide a contemporary software platform for management of staff information and payroll. The new system will address deficiencies with current human resources and payroll systems that have contributed to issues like this.

## Achievements and Highlights

In addition to making sure employees are paid each fortnight and that the Department is able to recruit the workforce they require; we have been contributing to the HR Transformation Program and getting ready for HRIS by identifying opportunities to simplify our approach to provide contemporary recruitment and payroll services. This includes:

- Establishing a team to remedy outstanding payroll issues
- Developing a Department Recruitment Strategy which will be implemented in 2023-24
- Delivering the capability to offer longer term contracts for Doctors in Training to support job security
- Supporting the Strategic Nursing and Midwifery Recruitment and Retention Working Group
- Promoting good recruitment practices through targeted Conflict of Interest and Selection Panel Training
- Developing a THEO (online learning) module - an Information Guide for Hiring Managers
- Transitioning the payroll and entitlements of around 500 Department of Communities employees to the Department of Education
- Assisting with the staff components associated with closing of the COVID-19 Emergency Coordination Centre and Emergency Operation Centres
- Responding to 5000+ individual employee queries about new allowances

Thanks for creating this. It's a great resource for new leaders such as myself. Great timing :)



Great resource - thank you!

Looks great - really useful resources and information!

Setting the interview schedule etc in Page Up is great.

I have not used in the past but will try it in future.

*Staff comments on the new Recruitment Support module*

## Industrial Relations and Employee Relations

Our Industrial Relations team works with the State Service Management Office, the Office of the Solicitor General and the Unions to promote compliance with industrial legislation, awards and agreements.

The team regularly represents the Department at matters before the Tasmanian Industrial Commission, and significantly contributes to the development of the Department's 29 industrial awards and agreements.

Our Employee Relations team focuses on both individual and collective relationships in the workplace. This includes contractual and conduct related matters, such as Public Interest Disclosures, bullying, harassment or discrimination, conflict of interest, code of conduct investigations, as well as integrity and ethical conduct.



## Achievements and Highlights

Throughout 2022-23 our teams:

- Contributed to whole-of-Government working groups to improve the Tasmanian State Service Employment Directions
- Worked with the HRIS project to develop the requirements for a case management module
- Worked with the HRIS project to ensure the accuracy of the award and agreement information to be used in the new solution
- Participated in all of the industrial award and agreement negotiations
- Represented the Department at the Tasmanian Industrial Commission on a range of workplace matters
- Contributed to the development of the Department's Complaints Management Framework

## HR Management

### *HR Generalists*

Our three HR Generalist teams: South, North/North-West and Statewide provide a broad range of HR advice and support to managers and employees including:

- Providing high-quality advice and support on complaints, workplace behaviour, performance and development, pay and conditions and other employment matters.
- Supporting managers with workplace disputes discussions with the unions, organisational change proposals.
- Conduct worksite education and toolbox meetings for staff and managers on employment matters.
- Representation on committees, local executive and management groups.

### *Injury Management*

The Injury Management team provides integrated, strategic and systematic processes to ensure workers who have a work-related injury return to work and to a functioning lifestyle.

This year, the focus continues to be on best practice claims management and to support that, the team has continued to build capability to implement trauma informed practices and improve processes for handover from workers compensation to non-compensable management.

### *Work, Health and Safety*

The Work, Health and Safety (WHS) team continued to work in partnership with the business units to ensure effective management and understanding of our WHS Management System to meet our legislative requirements.

All hazards and events across the Department are reported through the Safety and Reporting and Learning System (SRLS) and monitored by WHS consultants. Where applicable, contact is made with the respective business unit to assist and support regarding either the reported hazard or WHS event. Education and training are key to ensuring that our staff are able to work safely and Occupational Violence and Aggression (OVA) and Manual Handling teams ensure that training is prioritised to frontline staff, monitor patient/client events and offer assistance where needed.

In 2022-23, work commenced on developing the Department's Health and Wellbeing Program to enable business units to address their specific health and wellbeing needs, including access to appropriate resources. Targeted wellbeing programs are being implemented, including onsite Employee Assistance Program (EAP) support initiatives.



## Achievements and Highlights

- Engaging our employee assistance providers for greater value-adding workplace and communication strategies to employees, including onsite EAP support immediately following critical events
- Implemented wellbeing initiatives to support staff affected from the Commission of Inquiry.
- Commenced a review into the Department's Work Health Safety Management System.
- Reviewed the WHS Committee Terms of Reference to ensure it addresses the contemporary needs of the Department
- Contributed to the development of the 'Supporting Breastfeeding at Work' factsheet as well as accommodation for staff for breastfeeding purposes at RHH and southern facilities.
- Implemented an action plan to ensure compliance with managing psychosocial hazards code of practice.
- Introduced new education around aggression management specifically designed for the Department of Health work environment. This replaced an existing program which is still in operation in Statewide Mental Health Services while further training is developed to meet their business requirements Service Employment Directions.
- Worked with the HRIS project to develop the requirements for the safety suite (WHS) module.

Reviewed  
1 100 Hazards  
and 2 580  
WHS events



As at 24 May, 1 642 participants have completed online OVA training and 1 336 participants have completed face to face sessions through the state

## Strategic HR, Policy and Innovation

The Strategic HR, Policy and Innovation Division was established in 2022-23 to develop and deliver strategic HR projects, policy and activities.

### *Policy and People Development*

The Policy and People Development team continues to consolidate our people related policies and contribute to the Department's diversity and inclusion as well as people development activities. In addition to ensuring our policies and guides better support the workforce, in 2022-23 the team:

- contributed towards the development of the new Nursing and Midwifery Succession Planning Guidelines and Toolkit and a LGBTIQ+ Inclusive Healthcare portal for all Department staff.
- Lead the coordination of the Department's participation in the 2023 Tasmanian State Service annual employee survey (results to be released soon) and the response to the Tasmanian State Service agency survey.
- Completed the assessment and developed a Department Action Plan for the Our Watch Workplace Equality and Respect Standards (WERS). Our Watch is a gender-based approach to ending violence against women. The underpinning principle is that violence against women starts with gender inequality. It is only one component of the Department's work in diversity and family violence and is complimentary to that work.



## One Health

Led from Health HR, the One Health Culture Program facilitates an inclusive and diverse environment that supports all staff to positively, safely, and effectively work together to improve the health and wellbeing of all Tasmanians.

The Strategy was launched in December 2022 and will undertake activities in five key focus areas:

- Leadership accountability
- Building capability
- Workplace values and behaviours
- Health, safety, and wellbeing
- Systems and processes.

One Health is designed to be an umbrella program, bringing together all the various culture, wellbeing, and non-clinical development initiatives already underway across our organisation. Through One Health, the Department of Health will become an employer of choice for clinical and non-clinical professionals, and champion progressive and inclusive ways of working to improve the Health and Wellbeing of all Tasmanians.



*Secretary, Kathrine Morgan-Wicks and participants of the inaugural Aspire Leadership Program*

In 2022-23 the One Health team:

- Established an Internal Reference Group with staff from across the state to provide feedback, guidance and insight on the Department's culture and the ongoing impact of One Health's programs, and to identify gaps, omissions and areas in need of further exploration and innovation.
- Commenced developing Role Charters with the Health Executive to help clarify the accountabilities and responsibilities of all leadership positions. As these are developed, they will be rolled out to senior leadership teams and made available to all staff.
- Developed and commenced the Aspire Leadership Program and Elevate Management Development Programs.

- Commenced development of an Equity and Inclusion Strategy and an online training module
- Supported the North-West Maternity Services Transition Project to address workplace cultural issues with the aim of unifying the service.
- Conducted engagement sessions with around 1500 staff, conducted 47 workshops, and provided 20 presentations.

## **HR Transformation**

The HR Transformation Program has been established to lead the transition of Health HR to a contemporary HR service, including the introduction of a new HR Information Solution (HRIS) and what Health HR and the Department needs to do to get ready for HRIS.

There are four key strategic pillars for the HR Transformation Program:

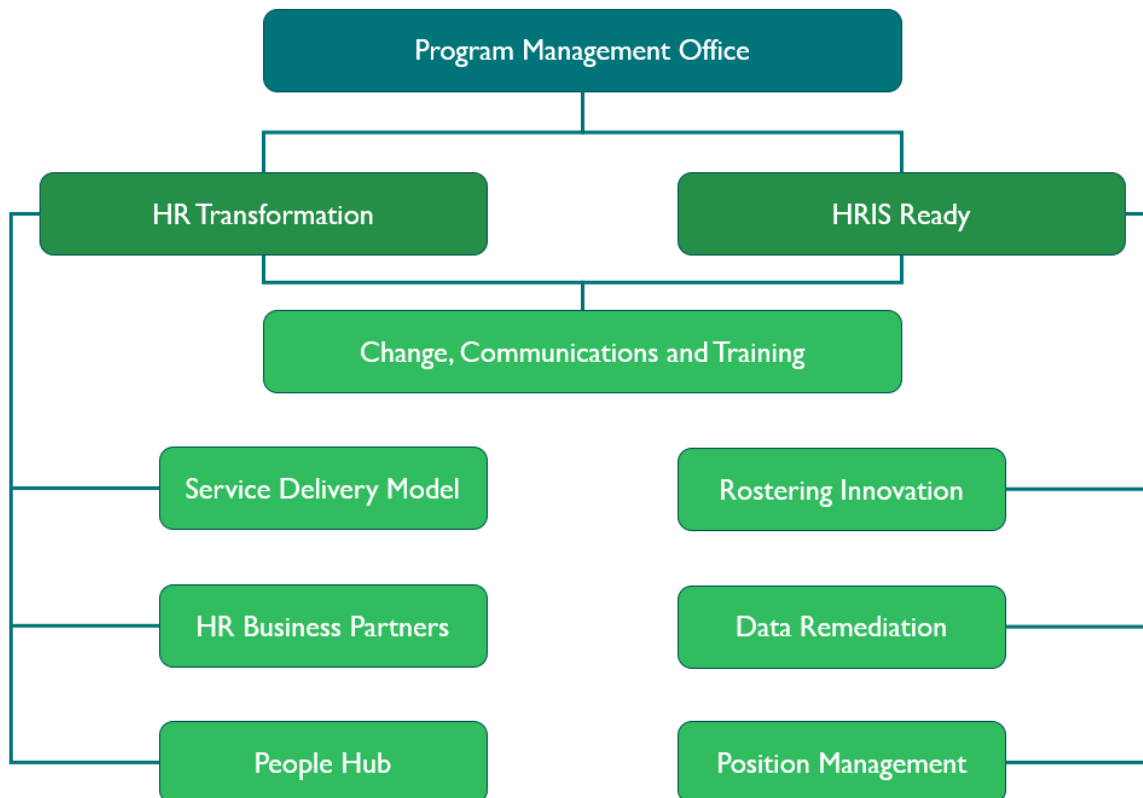
Be a leader for the Tasmanian State Service in **transforming the systems and processes** that support our people to deliver quality services for all Tasmanians

**Transition the way we organise ourselves to a contemporary model**, enabling better decision making and clarity

**Uplift the capability, capacity, and engagement of our people** through delivering high quality learning offerings and a new way of working

**Enhance current communication channels and deepen engagement** to grow our change maturity

To manage the program of activities relating to this, a Program Management Office (PMO) has been established. The PMO delivers 7 workstreams designed to ensure the success of the HR Transformation and our readiness for HRIS.



### Change, Communications and Training

Engagement with staff is critical to success. The objectives of this program is to design, develop, schedule and conduct all change, communication and activities required to ensure HRIS readiness across the Department. In addition, this program supports the broader business readiness of Health HR to transition to a contemporary HR service.

### Service Delivery Model

This program will lead the adoption of a tiered service delivery model to align our customers at the Department with the best way to get the HR Service they need. This includes a HR service catalogue and service level agreements. The model will consist of a People Hub, Centres of Expertise and HR Business Partners. This model is currently in the consultation stage with staff.

### HR Business Partners

The HR Business Partner is a critical element of the new Service Delivery Model.

HR business partners are highly experienced HR professionals who work with the Department's Executive and Senior Leaders to assist them achieve the business' overall aims and strategies. Their focus is around culture, workforce planning and complex people matters.



## People Hub

This program will design, develop and implement the new People Hub so our customers can easily access our services, including process mapping existing to new processes (outside the HRIS solution), a HR service catalogue and technology solutions such as ticketing and a knowledge base system.

## Rostering Innovation

This program will design, develop and implement 'best practice rostering' across the Department and provide subject matter expertise to the HRIS project.

## Data Remediation

As we move to implementation of HRIS, we need to ensure that the data that we transition across is clean. Clarification of our award and agreement interpretations, testing and automation of our systems and processes may identify payroll issues that will require remediation and a team has been established to investigate and resolve these matters.

## Position Management

The introduction of HRIS presents an opportunity to take a different approach in how position management is undertaken. This program will review governance arrangements, frameworks (including capabilities) and revise how we currently develop Statement of Duties.



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