Position Description

1. General Information

Position Title:	Group Director, People Partnership, Operations and Workplace Relations
Division/Department:	People & Governance
Position Reports to:	Chief People & Governance Officer
Enterprise/Individual Agreement:	Individual Agreement
Classification/Grade:	N/A
Location:	Richmond base and travel across Epworth sites
Employment Status:	Full Time
Resource Management **Number of Direct Reports:** **Budget under management:**	7
Key Relationships - internal and external	**Internal** People & Governance team Group and Hospital Executive Senior Leaders and teams Communication & Culture team **External** Unions Employer associations and relevant industry bodies External workplace relations advisers

2. Overview of Epworth HealthCare

Epworth HealthCare is Victoria's largest not-for-profit private health care group, renowned for excellence in diagnosis, treatment, care and rehabilitation. Guided by our purpose to deliver world-class, personalised care, we provide exceptional care across hospitals, clinics, community services and home-based settings.

Our vision, **Exceptional care. For life,** reflects our commitment to supporting people to live well and stay well through every stage of life, combining outstanding clinical care with leading research, education and innovation.

Everything we do is guided by our values of **Compassion, Accountability, Respect and Excellence**, which shape how we care for patients, work together and serve our communities. More information can be found on the Epworth website.

3. Epworth 2030 Strategy

All roles at Epworth contribute to the successful delivery of the **Epworth 2030 strategy,** which sets our direction for the future through three strategic priorities:

- **Excellence in care, every time.**

Uncompromising standards delivering safe, consistent, high-quality care. No exceptions.

- **Growth with purpose.**

Intentional growth in the services, specialties and settings our communities need most, at a scale that sustains investment, innovation and quality. Growth that gives back: as a not-for-profit, every dollar we earn is reinvested in care.

- **A place where great people do great work.**

Where our staff and doctors are backed to set the standard for exceptional healthcare.

4. Purpose of the Position

Reporting to the Chief People & Governance Officer, the Group Director People Operations and Workplace Relations provides credible and effective leadership across workplace and industrial relations, business partnering and people services. Impactful business outcomes will be achieved through:

- practical, timely and commercially sound workforce advice;
- workforce matters are identified early and addressed in a planned and consistent way
- significant organisational changes are planned and implemented with appropriate consideration of workforce, industrial and employee impacts;
- People services are accessible, reliable and delivered through consistent service pathways
- employee and industrial relations strategy;
- enterprise bargaining and union engagement and complex employment matters are led effectively;
- workforce implementation of significant organisational change; and
- ongoing improvement of People processes, systems and service pathways.

The Group Director is responsible for establishing a disciplined People Partnership model across Epworth. People Partners will be aligned to defined

executive portfolios and will focus on workforce performance, leadership, significant organisational change and material workforce risk. Routine enquiries, transactions and lower-complexity matters will be managed through People Operations or Workplace Relations, according to their nature and complexity.

The role provides strategic leadership of Epworth's employee and industrial relations agenda. This includes setting industrial priorities, developing bargaining strategy, securing executive alignment, maintaining senior union relationships and ensuring that approved strategies are translated into clear implementation plans.

The role works closely with the Group Director, Workforce Strategy and Supply to ensure that workforce planning, workforce intelligence, talent acquisition and remuneration strategies are translated into practical action across hospital and corporate portfolios.

Clinical Governance Framework

This role is required to put into practice the Clinical Governance Framework at Epworth as every employee is accountable for ensuring that our patients and community receive safe, high quality and person-centred care in every interaction with Epworth. This is achieved through active participation in the five domains of clinical governance at Epworth:

Clinical Governance Domain	Role
Leadership and culture	Promote and participate in a supportive, fair, and transparent culture where lessons from previous outcomes are learned and patient safety and quality is a priority at all levels of the organisation.
Consumer Partnerships	Understand and where relevant, ensure that each patient is actively involved in their own care and treatment including families/carers wherever possible.
Effective Workforce	Develop and maintain one's own competency, skills and knowledge to ensure high quality service provision and care.
Clinical Safety and Effectiveness	Understand and where relevant, ensure, that the right care is provided to the right person at the right time, in the right place and patient outcomes are monitored and improved.
Risk Management	Be responsible for identifying and reporting risks, hazards and near misses for people in our care and participating in risk mitigation strategies.

5. Key Accountabilities

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED

Workplace and Industrial Relations
• Lead the provision of accurate and timely advice and support to people leaders. This includes leading and/or overseeing workplace investigations, supporting dispute resolution and case management, supporting Fair Work Commission matters, and providing authoritative interpretation of Enterprise Agreements and related industrial instruments.
• Collaborate with Epworth senior leaders and P&G Colleagues to effectively manage all people aspects of change initiatives. Lead and support organisation-wide impacts of change initiatives (including restructures, service redesign, workforce model changes), ensuring a planned, consultative and values-led approach.
• Ensure change processes comply with legislation, industrial instruments and internal policy, including consultation requirements, documentation standards and procedural fairness.
• Collaborate with Epworth senior leaders and P&G Colleagues to appropriately manage industrial and other risks associated with people initiatives.
• Ensure People Partners understand the operating, clinical, workforce and financial priorities of their portfolios.
• Provide constructive challenge where workforce proposals are not sustainable, sufficiently planned or aligned with Epworth's enterprise interests.
• Ensure leaders retain accountability for workforce performance and employee management.
	• Epworth employment and industrial relations methods represent lawful and best practice.
	• Development of a rolling calendar and detailed annual workplan covering key activities including:
	  ○ enterprise agreement expiry and bargaining dates;
	  ○ bargaining objectives and likely claims;
	  ○ operational and productivity priorities;
	  ○ union engagement;
	  ○ anticipated organisational change;
	  ○ implementation readiness.
	• People Partners maintain active and productive relationships with their allocated executives and leadership teams.
	• Material workforce risks are identified early and addressed through planned action.

Enterprise Agreement Bargaining In conjunction with the Workplace Relations manager lead the end-to-end re-negotiation of Epworth's Enterprise Agreements, providing strategic and tactical advice, industrial risk assessment, governance and stakeholder leadership across the group, including:	• Epworth has an approved and current industrial relations strategy. • Bargaining programs operate to agreed objectives, mandates and critical paths. • Industrial, financial and operational risks are identified early.

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
• Develop and lead Epworth's employee and industrial relations strategy. • Maintain a rolling three-year enterprise bargaining and industrial relations plan. • Establish Epworth's strategic objectives for each bargaining stream, including operational, workforce and financial priorities. • Lead bargaining strategy, executive alignment, negotiating mandates and senior union relationships. • Ensure industrial considerations are incorporated early into service planning, workforce redesign and organisational change. • Anticipate emerging industrial risks and advise the Chief People & Governance Officer and Group Executive on implications and options. • Oversee significant industrial disputes, protected industrial action and contested employment matters. • Ensure industrial strategies are supported by detailed implementation plans, accountable owners, milestones and appropriate governance.	• Enterprise agreements and industrial commitments are implemented effectively. • Complex employment matters are managed consistently and in a timely way. • Recurring employment issues are identified and addressed systemically.
People Services • Support the continued evolution of the People Services team enterprise offering • Works with team to prioritise, plan and roadmap delivery of robust, effective workforce initiatives and people services across Epworth. • Establish People Operations as the primary entry point for routine employee and manager services. • Implement a service catalogue that distinguishes the responsibilities of People Operations, People Partners, Workplace Relations and specialist teams. • Set service standards, triage rules, escalation pathways and quality controls. • Oversee employee and manager enquiries, employment variations, employee records and routine workforce reporting. • Ensure People systems support reliable, efficient and consistent service delivery. • Improve employee and manager self-service. • Simplify high-volume processes and reduce duplication, manual workarounds and unnecessary approvals.	• Progress the current service catalogue development • Develop and implement clear performance measures as agreed with the Chief People & Governance Officer • Enquiries and transactions are completed accurately and within agreed service standards. • Employment variations and associated activities are completed on time. • Unresolved work, repeat contacts and processing errors reduce. • Employee and manager self-service increases. • Routine work undertaken by senior People Partners reduces. • Agreed process and system improvements are delivered.

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
• Use service data to monitor demand, turnaround time, accuracy, unresolved work and recurring issues.	
Leadership • Lead an integrated portfolio with clear accountability across People Partnerships, Workplace Relations and People Services. • Translate organisational priorities into a documented annual plan, supported by milestones, measures, and accountable owners. • Initiate discussion and engage with stakeholders to identify and lead continuous improvement opportunities to streamline and enhance the delivery of people services. • Drive and facilitate the delivery of people initiatives to achieve agreed identified priorities. • Ensure the Hospital Executive and key stakeholders are fully and regularly informed on goals, progress, status, risks and issues from people initiatives. • Identify opportunities for cross functional collaboration and efficient execution.	• The portfolio delivers its annual plan and operates within budget. • Accountabilities between teams are clear and consistently applied. • Leaders below the Group Director exercise effective operational ownership. • Capability, engagement and succession within the portfolio improve. • Group Executive and hospital leaders have confidence in the function's advice and delivery.
Stakeholder engagement • Provide clear, consistent, well planned and managed forward looking communication to key stakeholder groups for specific people initiatives ensuring awareness and transparency. • Engage and bring together multiple parties across a range of specialist areas and forums to challenge the operational status quo. • Establish and maintain strong working relationships with Hospital and Corporate Department leadership teams.	

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
Customer Service Epworth is committed to the provision of excellent customer service to all of our people, customers and stakeholders including patients and external suppliers. Superior patient service leads to improved healing in a trusting, caring environment and creates a safe environment for patients and employees. • Role model and actively promote a culture of high-quality patient care • Provide excellent, helpful service to patients, visitors and staff • Communicate with clear and unambiguous language in all interactions, tailored to the audience • Build customer relationships and greet customers and patients promptly and courteously • Actively seek to understand patients' and their family's expectations and issues, using multiple strategies • Uses data (such as patient experience feedback) to identify opportunities for improvement in internal processes and systems that directly impact patient care and customer service • Responds quickly and proactively escalate concerns when necessary • Role model and actively promote a culture of high-quality patient care and experience by ensuring that solutions, practices and procedures (such as hourly rounding, leader rounding and bedside handover) are carried out with empathy and compassion.	• Patient and customer service satisfaction surveys within agreed targets • Use AIDET principles in all interactions • Compliments to complaints ratios • Completes leader rounding at agreed frequency • Issues are escalated to the manager and resolved in a timely manner
Safety and Wellbeing • Build organisational safety leadership capability across all levels of management • Drive a culture of proactive hazard identification, incident reporting and continuous improvement • Embed accountability for health and safety outcomes within operational leadership teams • Ensure staff undertaking higher-risk activities have appropriate capability, training and competency assessment processes • To ensure a safe workplace is provided for all employees and other personnel including contractors, agency staff, volunteers, and students.	• Adhere to infection control/personal hygiene precautions • Implement and adhere to Epworth OHS policies, protocols and safe work procedures • Ensure all hazards, incidents and injuries are reported in Riskman within 24 hours • Ensure all hazards, incidents and injuries are investigated and corrective actions implemented within agreed timeframes • Mandatory training completed at agreed frequency

KEY RESPONSIBILITIES	MEASURES/KPIs TO BE ACHIEVED
• All employees and other personnel under the authority of the manager are fully informed of the hazards associated with their work activities, adequately trained and instructed in safe work procedures and appropriately supervised. Participate actively and positively in the area of health and safety to reduce all hazards and incidents within the workplace • Integrate and review OHS performance in staff PDPs • Ensure all direct reports are held accountable for safety performance and actions	
Collaboration across functions • Work with the Group Director, Workforce Strategy and Supply to translate workforce plans, recruitment strategies and workforce intelligence into portfolio-level action. • Ensure People Partners use enterprise workforce-planning methods and information rather than developing separate local approaches. • Work with Corporate Communications, Culture and Organisational Development to implement agreed culture, engagement and leadership initiatives through operational leaders. • Maintain clear accountabilities Health, Safety and Wellbeing, Payroll and Digital and Technology. • Ensure specialist functions are engaged early without transferring management accountability to those functions.	

6. Position Requirements/Key Selection Criteria

COMPONENT	
Qualifications	**Essential** • Tertiary level qualifications in Human Resources or equivalent **Desirable** • Postgraduate qualifications e.g. MBA
Previous Experience	**Essential** • Demonstrated experience leading successful enterprise bargaining negotiations in unionised environments. • Extensive experience in a senior human resources leadership position • Demonstrated experience in strategic planning, analysis and implementation in a complex and changing environment • Deep knowledge of Australian employment and industrial relations, including enterprise bargaining, union engagement, consultation, disputes, organisational change, modern awards and enterprise agreements. • Experience translating strategic industrial objectives into bargaining mandates, implementation plans, decision pathways and measurable outcomes. • Experience leading organisational change across multiple sites, workforces or employee groups. **Desirable** • Healthcare sector experience • Experience with a large, unionised and professionally diverse workforce.

COMPONENT	
Required Knowledge & Skills	**Essential** • Demonstrated and significant generalist Human Resources expertise • Excellent understanding of employment legislation, enterprise agreements, modern awards and industrial frameworks. • Proven track record in leading, coaching and developing others • Achievement of identified deliverables in people aspects of multiple major change initiatives • Demonstrated positive and collaborative stakeholder engagement skills • Excellent organisational, planning, coordination and analytical capability • Ability to function in a dynamic environment subject to changes in schedules and priorities • Comfortable to challenge the status quo • Ability to provide high level strategic and operational advice to operational and strategic leaders • Strong relevant strategy experience within a complex, service-oriented organisation • An analytical focus and use of reports to make informed decisions • Proven ability to develop and maintain strong working relationships with internal and external stakeholders
Personal Attributes & Values All employees are expected to consistently work in accordance with Epworth's values and behaviours • Compassion • Accountability • Respect • Excellence	**Essential** • Compelling, engaging leadership style • Dynamic and strategic thinking leader, bringing a strong focus and alignment to outcomes and implementation. • Excellent communication and stakeholder engagement skills, combined with exceptional leadership capability. • Robust business acumen, a strong analytical mind and able to work collaboratively with a diverse group of stakeholders. • Highly developed interpersonal, negotiation and written communications • A logical and practical thinker with effective problem-solving skills • Highly motivated and results-oriented • Productive approach to working in a team environment • Proactive and collaborative approach • Ability to prioritise time effectively to ensure all initiatives are progressed as agreed

Document Control

Date Developed:	Date Last Reviewed:	Developed and Reviewed By (Position Title):
24 March 2023	November 2026	Chief People & Governance Officer

7. Employee Position Declaration

I have read and understand the requirements and expectations of the above Position Description. I agree that I have the physical ability to fulfil the inherent physical requirements of the position and accept my role in fulfilling the Key Accountabilities. I understand that the information and statements in this position description are intended to reflect a general overview of the responsibilities and are not to be interpreted as being all-inclusive.

Employee Signature: _____

Print Name: _____ Date: _____