

Position Description Changes 2017

1. What is changing?

- A new system

NSW Health will be moving from Mercury e-Recruit to Human Capital Management (HCM) later this year. Like Mercury, position descriptions (PDs) are built within the new system; but there is improved capacity to use *templates* for PDs, so that the need to write (and grade) PDs will be reduced, leading to greater consistency across the LHD.

- New PDs

The WNSW LHD is using this opportunity to improve our PDs- to bring them into line with “best practice”. For example, they will be shorter and include higher level key accountabilities which are outcome focussed, rather than listing tasks that they expect the role to complete.

Roles will be grouped together with similar roles and a single template PD will be used for all. Minor additions will be made to localise the role if needed.

The new PDs will incorporate the Public Service Commission Capability Framework- a tool which will assist with performance and career development beyond the recruitment process.

2. When will the changes happen?

The WNSW LHD will be in the second wave of the pilot sites for HCM, and recruitment from the new system will happen from August 2017. This means that PD templates for recruitment episodes from this point, must be in the HCM system by then.

3. How will the new PD templates be developed?

Working parties will come together to identify the PD templates which will be required for each key employee group, identify priorities (those most often recruited or those likely to be needed from August) and begin writing the new PDs in a tool which will be later entered into the HCM PD writer program. The working parties will include subject matter experts and HR consultants, and they will engage the necessary people with the aim of ensuring that the new templates meet organisation needs and that they are consistent with relevant awards/ industrial tools.

4. How will the new PDs be graded?

The templates developed by the working parties will be graded before being entered into the HCM system. When the templates are used in recruitment processes, only minor changes which don't affect the grading can be made to localise the PD. If the grading that has been applied to the chosen template is not correct for some reason, then an alternate template with the appropriate grading must be chosen (or created) rather than changing the grade of the template.

Given the volume of PD grading that will be required during the months approaching transition, extraordinary grading committees will be required, and external assistance may be sought with those positions which use the Mercer Cullen Egan Dell (CED) process (primarily Health Managers).

5. How will we ensure that the new PDs are best practice?

The WNSW LHD has engaged Mercer, an industry leader in this area, to provide a workshop to the working party leads in May 2017. The workshop will focus on the key components of best practice PDs and how to use the PSC

Capability Framework. PD template writing tools with instructions and a WNSW LHD Procedure will support ongoing PD development.

6. What will happen to the lower level/ task information which is currently in position descriptions?

There are a range of documents which should already describe the detailed responsibilities for each role (such as orientation checklists), the day-to-day expectations (such as duty lists) or current projects/ initiatives (such as annual 90 day action plans/ project roadmaps). It is important that these documents are utilised effectively, and updated regularly, to support discussions with the employees about ongoing expectations and performance, in addition to the PD.

7. How will the PD templates being created be used for *existing* employees?

The new PD templates will be adopted by existing staff through a consultation process- it could, for example become part of the discussion between employee and their manager at the next annual appraisal. Transition to the appropriate template at the current grading will be the aim, and where there seems to be significant differences between existing responsibilities and those covered by the template, a review process will be required to determine the best way forward.

8. What happens if there is no appropriate PD template available when a position is being recruited?

It will be important to verify initially that there is not an existing appropriate PD- remembering that the best practice approach being adopted (with broad, high level descriptions of roles rather than specific detail) will allow multiple positions to be grouped under templates more easily. Templates developed outside the speciality area may be appropriate for the position, with the addition of some localising content which is specific to the context.

A WNSW LHD Procedure has yet to be developed to guide new PD development and grading, but ideally the current working parties would be responsible for development of a new template in line with best practice guidelines, utilising a job analysis process. This new position/ template would be needed to be graded before uploading to HCM for use.

9. How will we ensure there is a consistent and appropriate application of the PSC capability framework across positions within the LHD?

The PSC has developed a “Capability Comparison Guide” to describe the range of capability levels appropriate at each pay grade. This has been converted to raw salaries for application to NSW Health classifications.

The PSC capability framework will not be used for position grading, so when developing a new template, while the scope and responsibilities are being discussed in depth, the capabilities consistent with an *anticipated* grading for the template will be applied. When the position is later formally graded, the capabilities will be checked for consistency with the actual grading. If there is a mismatch, the PD will be returned to the working party for review and adjustment.

10. How will regrading of positions occur in the future?

Personal regrading process, where they are described by Awards will not change. The adoption of a new PD template may be required as a result of this process, to ensure the employee continues to have a PD which describes their key accountabilities.

Where requirements of a position change, and the current PD/ PD template and grading are no longer applicable (supported by an appropriate approval process), a new PD/ PD template will need to be adopted. If there is an existing employee, they will be affected, with or without capacity for redeployment to the new position. This will represent a restructure and appropriate consultation and HR processes will be required to explore the implications for the employee.

For further information, please contact your HR Consultant or Leigh Elligett at Workforce and Culture leigh.elligett@health.nsw.gov.au