

## POSITION DESCRIPTION

<b>Position Title:</b>	Supplementary Workforce Manager
<b>Business Unit/Department:</b>	Casual Staffing Unit
<b>Division:</b>	Nursing & Midwifery Workforce
<b>Award/Agreement:</b>	Nurses & Midwives (Victorian Public Health Sector) Single Interest Employers Agreement 2024-2028
<b>Classification:</b>	ZB4
<b>Reports To:</b>	Assistant Director of Nursing and Midwifery Workforce
<b>Direct Reports:</b>	Nursing and Midwifery Bank and Pool Employees
<b>Date Prepared/Updated:</b>	2 September 2025

Position Purpose
<p>The Supplementary Workforce Manager is an integral member of the Nursing and Midwifery Workforce Unit (NMWU) management team providing a key leadership role in the development, implementation and evaluation of initiatives and strategies relating to the nursing and midwifery workforce. The role is responsible for ensuring streamlined facilitation of supplementary staff across the organisation and supporting the growth of our workforce to meet organisational needs.</p> <p>As a professional Registered Nurse or Midwife, the Supplementary Workforce Manager is accountable for:</p> <ul style="list-style-type: none"> <li>• The maintenance of their own clinical knowledge, further education and working within the confines of their specific scope of practice at all times, in accordance with the boundaries set by their experience and skill.</li> <li>• Ensuring that they are registered to work as a Registered Nurse and/or Midwife in Australia at all times whilst working within Western Health and practice in alignment with Nursing &amp; Midwifery Board of Australia (NMBA) Registered Nurse or Midwife Standards for Practice (as relevant).</li> </ul> <p>Working collaboratively with the NMWU team, the Supplementary Workforce Manager will:</p> <ul style="list-style-type: none"> <li>• Be accountable for the management of the Supplementary Workforce, inclusive of innovative recruitment and retention models, Human Resource requirements and interactions.</li> <li>• Be accountable for the operational effectiveness of flexible nursing and midwifery staffing arrangements including agency and all workforce streams managed by NMWU.</li> <li>• Develop strategies related to engagement of the Supplementary Workforce to manage risks associated with workforce shortfalls.</li> <li>• Work in liaison with the NMWU management team to facilitate the achievement of all NMWU workforce goals, including undertaking nursing and midwifery projects in liaison with relevant key stakeholders.</li> </ul> <p>The Manager will contribute to providing quality health and well-being services for our consumers demonstrating proficient to expert behaviours across the five domains of leadership, research, evidence-based practice, education &amp; learning and clinical expertise as identified in the Western Health Nursing and Midwifery Professional Practice Framework.</p>

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## Business Unit Overview

The Nursing & Midwifery Workforce unit provides a dynamic and proactive service which encompasses:

- The placement of all casual and pool Nurses and Midwives into short and mid-term vacancies
- The management of nurses and midwives who may be temporarily or permanently displaced due to service changes or interruptions
- Providing a first point of contact for all enquiries by Nurses and Midwives and Health Care Workers who may consider working with Western Health
- Managing recruitment of Grade 2 Registered Nurse & Midwives and Enrolled Nurse positions, Registered Undergraduate Students of Nursing / Midwifery (RUSON/Ms) and Health Care Workers (HCW) across the organisation
- Providing data on the management of rosters, vacancy filling and use of non-permanent staff
- Monitoring Professional registration of all nurses/Midwives employed at Western Health
- Coordination of changes in scope of practice
- Undertaking Nursing and Midwifery workforce projects

## Key Responsibilities



### Leadership

- Establish and maintain a strong leadership presence and promote excellence
- Role model Western Health values and behaviours, high standards of professional conduct and an ongoing commitment to sustaining and strengthening performance and accountability across the organisation
- Lead by example, and motivate staff to strive for excellence with acknowledgement of high performance through rewards and incentives
- Take accountability for own actions and others under directions and sphere of responsibility
- Lead, build and promote the development of professional and ethical relationships that respect our culturally diverse community and colleagues
- Maintain effective working relationships and customer-focused service with customers, colleagues, suppliers and providers
- Exhibit a high level of emotional self-control and flexibility in complex, changing, and/or ambiguous situations and when confronted with challenges
- Facilitate stakeholder understanding and engagement with nursing & midwifery workforce planning
- Provide guidance and direction for the NMWU staff, bank and pool nursing and midwifery staff



### Research

- Facilitate and participate in quality or practice improvement initiatives at local level
- Foster a culture of research and innovation by nurturing reflective practice, encouraging employees to undertake research
- Apply research evidence to practice, use well developed strategies to inform practice in the absence of high level evidence
- Lead improvement of local policies, procedures and protocols and identify potential issues and opportunities for improvement. Ensure clear operating procedures are documented.



### Evidence Based practice

- Monitor the review of incident reports relating to supplementary staff, ensure follow up actions are taken as required and reported to key stakeholders
- Provide data on the management of nursing and midwifery EFT, vacancy filling and use of supplementary staff. Analyse patterns and trends and make recommendations to improve workforce management and productivity for Western Health.
- Review, analyse and monitor relevant KPI's as required

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- Be familiar and comply with local and organisational policies, procedures and guidelines
- Be aware of Western Health's Strategic Priorities, and ensure activities align with these priorities
- Initiate innovations that support continuous improvement
- Lead accreditation preparation and readiness at the local level
- Facilitate modifications to policies, procedures and protocols based on evidence-based research and identify areas of practice that need improvement and implementing strategies to improve them.
- Comply with confidentiality obligations with regard to staff, consumers and colleagues



### **Education & Learning**

- Develop and foster a learning culture, act to ensure processes, frameworks and/or support tools are in place for enhanced learning through reflection
- Exchange and share information from participation in meetings, seminars and conferences with staff and colleagues.
- Implement sustainable models of education and training for supplementary staff, including access to professional development and post graduate qualifications
- Provide appropriate, consistent and equitable management of mandatory training, staff performance and clinical education. Ensure all staff have an annual Professional Development Plan each year
- Ensure a system of work planning and development is in place for all staff to receive regular feedback, coaching and professional development opportunities



### **Clinical expertise**

- Communicate, work collaboratively and promote effective communication within the team in the planning, implementation and evaluation of work outcomes and administrative operation
- Be accountable for the management of supplementary staff working within the organisation
- Participate in the exploration in development of, and involvement in implementation of innovative workforce models for nurses, midwives and support roles
- Facilitate implementation of strategies to enable sufficient nursing and midwifery staffing resource availability to fill short term shift deficits, including utilisation of Agency staff.
- Identify opportunities and implement programs to increase access for staff to work additional shifts (e.g., part-time staff, staff on unpaid maternity leave, short term contracts), facilitating ongoing engagement and retention
- In liaison with NMWU management team, implement new and/or alternate pathways into the supplementary workforce profile
- Promote, support and develop strategies, specific to the employment and use of supplementary staff, to address and where possible prevent the effects of EFT deficit in identified areas such as Pool and Bank deployment into temporary roles while units are recruiting to EFT
- Demonstrate an understanding of the current Enterprise Bargaining Agreements relative to reporting staff and the Safe Patient Care Act
- Participate in management of the recruitment, orientation and retention of employees through fostering increased flexibility in work patterns, refining and maintenance of best practice recruitment and assisting in developing and implementing succession planning programs for nursing / midwifery employees
- Facilitate implementation of technologies which enhance unit efficiency, development and staff attraction
- Ensure NMWU & Pool rosters comply with the Western Health roster guidelines
- Ensure compliance of supplementary staff with mandatory competency and training requirements
- Ensure supplementary staff are compliant with completion of performance development plans and opportunities are facilitate where appropriate
- Facilitate and undertake where appropriate performance management of supplementary staff
- Facilitate and manage OH&S coordination and return to work facilitation for supplementary staff ensuring Western Health's obligations are met
- Participate in management of the recruitment, orientation and retention of NMWU employees
- Facilitate peer support, debriefing and counselling for employees when required
- Understand and manage operating platforms and systems utilised by the NMWU for management of supplementary staff
- Facilitate reporting of and manage workforce metrics to meet KPIs

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- Design, lead and execute nursing and midwifery workforce projects as directed by NMWU management team
- Act in the role of Chief Warden at Williamstown Hospital on a Rostered basis.
- Other duties as directed by NMWU management, in line with Western Health policy and procedures

In addition to the key responsibilities specific to your role, you are required to deliver on the [Key Organisational Accountabilities](#) which are aligned with the Western Health strategic aims.

Other duties as directed by NMWU, in line with Western Health policy and procedures

### Key Working Relationships

#### Internal:

- Director Nursing & Midwifery, Workforce
- Deputy Director Nursing & Midwifery, Workforce
- Practice Development and Improvement Manager
- Assistant Director Nursing & Midwifery, NMWU
- NMWU team
- People and Culture team
- Nurse / Midwife Unit Managers
- Associate Unit Managers
- Nurses & Midwives
- Clinical Hospital Coordinators
- Nursing and Midwifery education team

#### External:

- Nursing agencies and supplied agency staff
- Western Health applicants

### Selection Criteria

#### Essential

##### Professional

- Registration as a Registered Nurse or Midwife with AHPRA
- Possesses relevant postgraduate qualification and/or relevant clinical experience
- Demonstrates commitment to high quality, safe and person centred patient care

##### Managerial

- Demonstrates high level management and operational skills including budget monitoring.
- Understands the key principles of financial and workforce management with necessary ability to navigate the required systems and documentation
- Experience in contemporary recruitment and selection practices
- Experience in performance management, grievance and disciplinary procedures
- Highly developed data management, analysis and interpretation
- Possesses knowledge of relevant legislation, policies and human resource procedures
- Demonstrates strong computer literacy skills

##### Leadership

- Brings confidence to the role, and strong influencing capability
- Demonstrates high level communication and interpersonal skills
- Engages with others with purpose and articulates vision to empower and lead effectively
- Is innovative, resourceful and adaptive to change
- Ability to implement, evaluate and sustain change within an evidence based framework

#### Desirable

- Utilisation of an allocations system for supplementary staff

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Leadership Capabilities	
Leadership Capability	Definition
Customer focus	Building strong customer relationships and delivering customer-centric solutions. 'Customer' may be a patient, family, external agency or internal customer
Directs work	Providing direction, delegating, and removing obstacles to get work done
Ensures accountability	Holding self and others accountable to meet commitments
Interpersonal savvy	Relating openly and comfortably with diverse groups of people
Builds effective teams	Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals
Communicates effectively	Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences
Instils trust	Gaining the confidence and trust of others through honesty, integrity, and authenticity
Being resilient	Rebounding from setbacks and adversity when facing difficult situations
Additional Requirements	
<p>All employees are required to:</p> <ul style="list-style-type: none"> <li>• Obtain a police / criminal history check prior to employment</li> <li>• Obtain a working with children check prior to employment (if requested)</li> <li>• Obtain an Immunisation Health Clearance prior to employment</li> <li>• Report to management any criminal charges or convictions you receive during the course of your employment</li> <li>• Comply with relevant Western Health clinical and administrative policies and guidelines.</li> <li>• Comply with and accept responsibility for ensuring the implementation of health and safety policies and procedures</li> <li>• Fully co-operate with Western Health in any action it considers necessary to maintain a working environment, which is safe, and without risk to health</li> <li>• Protect confidential information from unauthorised disclosure and not use, disclose or copy confidential information except for the purpose of and to the extent necessary to perform your employment duties at Western Health</li> <li>• Safeguard children and young people in our care, by ensuring that your interactions are positive and safe, and report any suspicions or concerns of abuse by any person internal or external to Western Health</li> <li>• Be aware of and comply with relevant legislation: Public Administration Act 2004, Victorian Charter of Human Rights and Responsibilities Act 2006, the Victorian Occupational Health and Safety Act 2004, the Victorian Occupational Health and Safety Regulations 2017 (OHS Regulations 2017), Fair Work Act 2009 (as amended), the Privacy Act 1988 and responsibilities under s141 Health Services Act with regard to the sharing of health information</li> <li>• Be aware of and comply with the Code of Conduct for Victorian Public Sector Employees and other Western Health employment guidelines</li> </ul>	
General Information	
<ul style="list-style-type: none"> <li>• Redeployment to other services or sites within Western Health may be required</li> <li>• Employment terms and conditions are provided according to relevant award/agreement</li> <li>• Western Health is an equal opportunity employer and is committed to providing for its employees a work environment which is free of harassment or discrimination. The organisation promotes diversity and awareness in the workplace</li> <li>• This position description is intended to describe the general nature and level of work that is to be performed by the person appointed to the role. It is not intended to be an exhaustive list of all</li> </ul>	

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responsibilities, duties and skills required. Western Health reserves the right to modify position descriptions as required. Employees will be consulted when this occurs

- Western Health is a smoke free environment

*I confirm I have read the Position Description, understand its content and agree to work in accordance with the requirements of the position.*

Employee's Name:

[Click here to enter the Employee's name.](#)

Employee's Signature:

Date:

[Click here to enter a date.](#)

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