



Government of **Western Australia**
Department of **Health**

Establishment and Workforce Data Policy Information Compendium



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1 Introduction

The purpose of the Establishment and Workforce Data Policy is to ensure the integrity of the establishment and workforce data across the WA health system. This ensures statutory requirements are met and enables stakeholders to accurately profile, map, plan and manage the composition of the workforce.

Health Service Providers and the Department of Health store, use and disclose large volumes of workforce data.

Establishment and Workforce data must be of the highest quality for workforce reporting (including statutory and mandatory reporting), planning and decision-making.

The Establishment and Workforce Data Policy is a mandatory policy under the Information Management Policy Framework issued by the Director General, Department of Health in accordance with section 26 of the *Health Services Act 2016*. The Establishment and Workforce Data Policy is also issued by the Director General as Department CEO in accordance with section 29 of the *Public Sector Management Act 1994*.

The Policy superseded MP 0091/18 Workforce Data Policy.

2 Reporting workforce data to external agencies

2.1 HRMOIR reporting to the Public Sector Commission

All government agencies must submit Human Resource Minimum Obligatory Information Requirements (**HRMOIR**) data to the Public Sector Commission (**PSC**) through the Workforce Analysis and Comparison Application (**WACA**), as stipulated under the [Public Sector Commissioner’s Instruction No. 6](#).

HRMOIR data must be submitted in accordance with the [Human Resource Minimum Information Requirements Data Definitions](#).

Table 1: PSC process to supply data and maintain the WACA portal

Responsibility	Action
HSS	1 Extract HRMOIR data from the HRDW for each Health Service Provider and the Department of Health after the completion of each census quarter ¹
	2 Apply data translations and conversions to each extract
	3 Submit ² data extracts via the WACA portal
	4 Correct fatal errors reported by WACA portal
	5 Finalise ³ HRMOIR data extract in WACA
PSC	6 Review HRMOIR data extract and consult with HSS on data anomalies e.g. employees transferring across HRMIS databases
	7 Accept ⁴ HRMOIR data extract
	8 Apply internal PSC reporting methodology against dataset and generate workforce indicators (e.g. equity and diversity targets) and other statistics
	9 Provide completed HRMOIR data extracts to HSS, usually one census quarter later
HSS	10 Send HRMOIR data extracts to the Department of Health, who can then provide extracts to HSPs upon request
HSS/DOH	11 Review and analyse all datasets for anomalies, methodological errors and processing errors
	12 Consult relevant stakeholders to resolve issue

¹Census quarter refers to the four three-month intervals ending on 31 March, 30 June, 30 September, and 31 December that constitute a financial year

²Submit refers to the initial process of importing data to the WACA portal

³Finalise refers to the closing of the dataset in the WACA portal from any further manipulation by HSS

⁴Accept refers to the completion of the HRMOIR data extract submission process

3 Maintaining establishment and workforce data integrity of Human Resource Management Information Systems

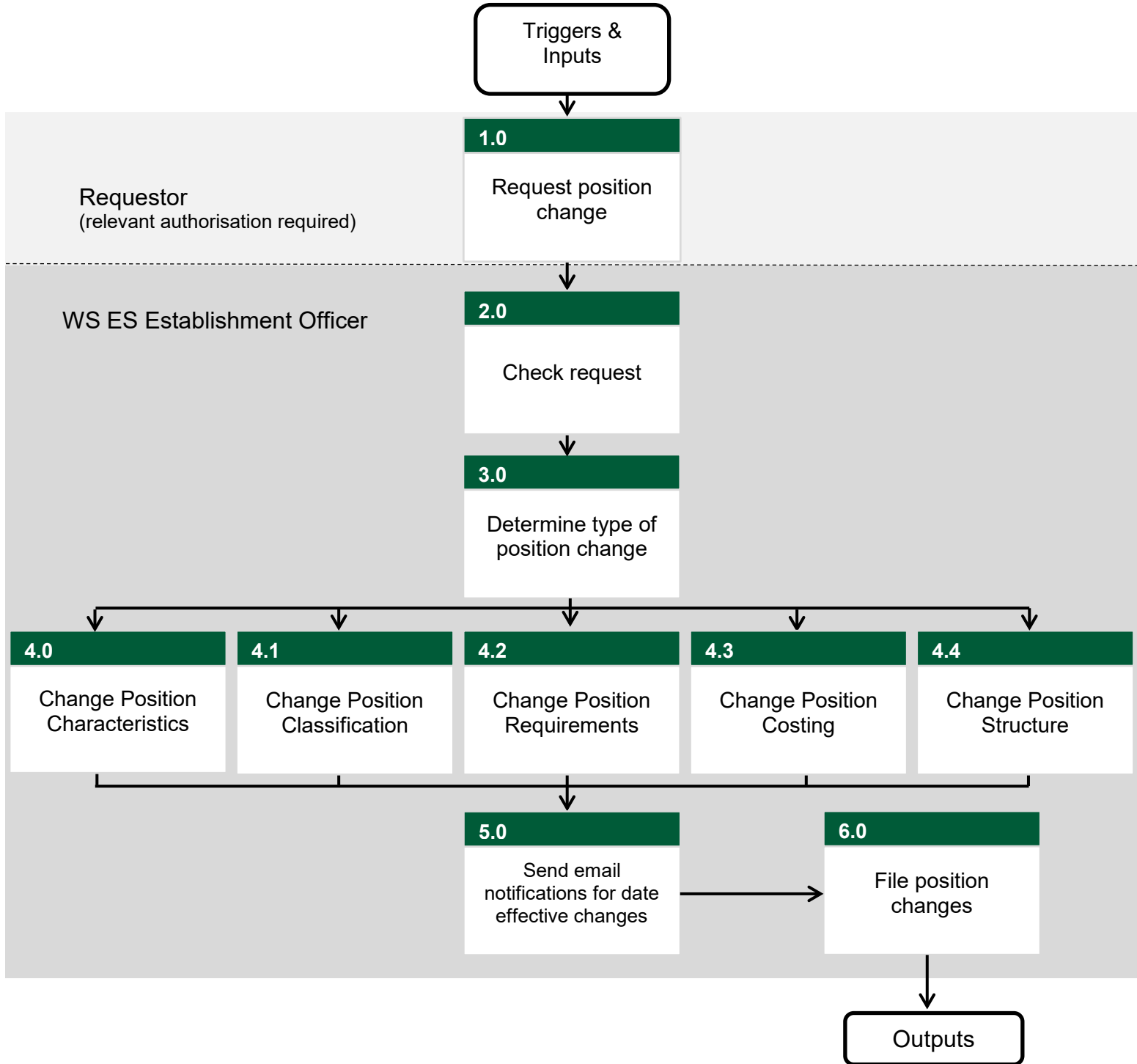
3.1 Establishment and Workforce Data Business Rules

The document outlines the criteria and business rules to correctly record and maintain establishment and workforce data consistently across the WA health system in accordance with legislative and reporting obligations.

3.2 Establishment process

The establishment process in Lattice is detailed in Figure 1. Note that the critical need for service delivery has priority over Health Support Services' establishment processes.

Figure 1: Establishment Process for Changing Position Details in Lattice



3.3 Maintaining establishment and workforce data

Establishment and workforce information must be accurately reported to government and central agencies. The Authorisation Schedule is the mechanism that Health Support Services will use to verify establishment request approvals.

Once a position has been abolished, the health entity will be unable to allocate employees to that position (i.e. the position will not be able to be recruited to). An abolished position cannot be reinstated but the historical information will be captured in the HR Data Warehouse and can be requested if needed for reporting purposes. Once a position has been suspended, the health entity will be unable to allocate employees to that position (i.e. the position will not be able to be recruited to). The position's history will remain available for reporting purposes and the position can be reinstated as an active position again by HSS at a future point in time (should the appropriate authorisation be provided).

When a position is suspended with direct reports, Health Support Services will request alternate reporting positions from the health entity. If an alternate reporting position is not supplied the next direct report is replaced for sub-ordinate positions.

3.3.1 C Level Coding

A 25 character C Level code has been developed for each organisational unit in both HRMIS systems. This unique code drives many workflows, codes, and reporting processes and interfaces with a number of other systems such as HR DataWarehouse (HRDW) and RoStar.

The C Level structure is built by reviewing Health Service Provider Organisational Charts and Org Unit (or Admin Unit) codes. Each C Level layer is then designated an alpha-numeric numbering sequence. At C Level 9 the alpha-numeric sequence is mapped to an existing HRMIS Lattice Org Unit. The integrity of this mapping and subsequent review by site is critical as this information provides the link to the aforementioned systems.

C Level data will be reviewed by site and signed off by an authorised officer before being loaded into HRMIS.

The importance of the unique C Level Unit is that in Ascender, it replaces the Admin/Org Unit used in Lattice to interface with RoStar. Depending on how RoStar is managed at site, there may or may not be a need to add further Units when the Company Level Structure is being built.

Methodology adopted for C Level development is:

- Each C Level Unit represents one roster only;
- The roster for each Unit can have a morning, noon or night component; and
- Positions within a Unit are either **all on** RoStar or **all off** RoStar.

Recommended best practice in developing position hierarchy in Ascender is to create positions from the top to the bottom of an Establishment (i.e. top of the organisation downwards) to reflect the health entities organisation structure. All positions must report to another position within the hierarchy, with the exception of the position, or positions, at the top of tree i.e. Director General.

Establishment maintenance requests or enquiries should be directed to:

HSS.Establishment@health.wa.gov.au

3.4 Standardised Position Titles

Standardised position titles enable WA health system stakeholders to accurately profile, map, plan and manage the composition of the workforce. It is important that approved standardised position titles are applied, monitored and managed appropriately and consistently across the WA health system.

Standardised position titles have been developed in consultation with stakeholders from across the Clinical Excellence Division.

Currently, Aboriginal, allied health and health science, nursing and midwifery, and medical occupations have standardised position titles. The standardised position title lists can be found on the Department of Health intranet at: http://ww2.health.wa.gov.au/Articles/S_T/Standardised-position-titles

Changes to standardised position lists are to be made in accordance with the Establishment and Workforce Data Policy.

A request to make a change to a standardised position title list is made using the 'Adding, Altering or Deleting a Health Position Title – Request Form (request form)'. The completed Request form will reflect the rationale and any impact on workforce data and outcomes from stakeholder consultation activity. For standardised position title examples refer to Appendix 1. The request form must be submitted to the Convenor of the Standardised Position Titles Review Panel at wfamd@health.wa.gov.au

The request form is a related document in the Establishment and Workforce Data Policy.

A guide for making changes to the nursing and midwifery standardised position titles list is available at: http://ww2.health.wa.gov.au/Articles/S_T/Standardised-position-titles

A guide for making changes to the aboriginal health standardised position titles list is available at: http://ww2.health.wa.gov.au/Articles/S_T/Standardised-position-titles

All *Adding, Altering or Deleting a Health Position Title Request Form* submissions are assessed by the Standardised Position Titles Review Panel. More specifically the panel:

- makes determinations on all Request forms and seeks further information if required
- ensures governance functions relating to establishment database and position titles list integrity are completed, where a formal request is approved
- ensures the requestor is notified and provided feedback, where a formal request is not approved
- communicates the outcome of each request to the requestor
- reviews and considers a submitted dispute and makes a determination.

Membership of the Standardised Position Titles Review Panel is determined by the System Manager and may include:

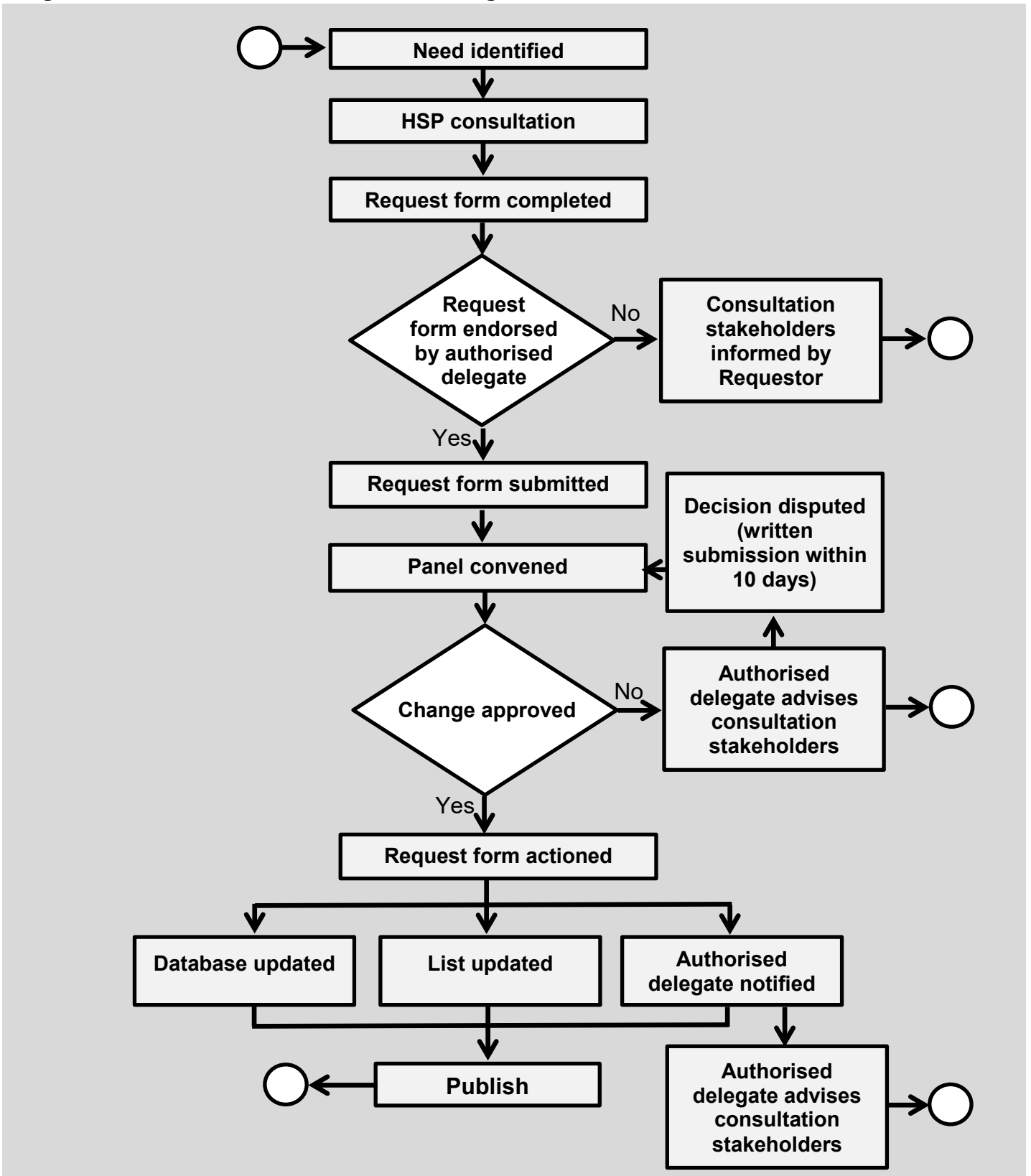
- Chief Medical Officer or delegate
- Chief Nurse of Midwifery Officer or delegate
- Chief Health Professions Officer or delegate
- Medical Directors Forum Chair or delegate
- WA Nursing and Midwifery Advisory Council
- Department of Health Allied Health Council
- Department of Health Officer

- Health Support Services Officer
- Systemwide Classification Officer
- Aboriginal Health Policy Officer

The Convenor of the Standardisation Position Titles Review Panel provides administrative support to the panel.

The process for making a change to a standardised position title list is illustrated in Figure 2.

Figure 2: Standardised Position Title Change Process



4 Maintaining FTE related expenditure and recoups

4.1 WA Health Financial Management Manual

The maintenance process for FTE related expenditure and recoups is included in the WA Health Financial Management Manual.

The WA Health Financial Management Manual is a mandatory policy in the Financial Management Policy Framework.

For further information refer to:

<https://healthpoint.hdwa.health.wa.gov.au/FinanceGroup/Pages/FMM.aspx>

4.2 Other Related Policies

In accordance with section 27 of the *Health Services Act 2016*, policy frameworks issued by the System Manager are binding on Health Service Providers.

In addition to the Establishment and Workforce Data Policy mandated requirements Health Service Providers are required to comply with a range of policies that relate and support the Establishment and Workforce Data Policy. Key policies in the Information Management and Employment Policy Frameworks support the Establishment and Workforce Data Policy. These policies include the classifications, data quality, and data stewardship and custodianship policies, as well as the Human Resource Management and Industrial Relations policies. Access is available to these policies via: <https://ww2.health.wa.gov.au/About-us/Policy-Frameworks>.

Glossary

Establishment in WA health refers to the organisation data contained in the Human Resource Management Information Systems (HRMIS) which comprises organisation structures, hierarchies and positions.

Establishment data includes position and occupancy data contained in the Human Resource Management Information System (HRMIS).

Full-time equivalent (FTE) systems (also known as “Labcost”) calculates the FTE value based on the hours an employee has been paid as a proportion of the full time hours for the award that the employee has been paid against. The system also accepts and converts adjustments and recoups of hours and dollars between cost centres.

Full standard position title reflects the common and accepted name used to guide the human resources (HR) system data.

Dual position title describes the position and not the occupant in the position.

Generic position can be occupied by a number of employees who have a variety of characteristics, such as skill sets or specific knowledge, that match its profile.

Health Service Provider (HSP) is a health service provider established by an order made under Section 32(1)(b) of the *Health Services Act 2016*. Current health service providers include East Metropolitan Health Service, North Metropolitan Health Service, South Metropolitan Health Service, WA Country Health Service, Child and Adolescent Health Service, the Quadriplegic Centre, Health Support Services, and PathWest.

Human Resource Data Warehouse (HRDW) integrates data, from many sources (including HRMIS, the FTE system, and the General Ledger) and stores them in an easily accessible central repository. It is designed to support business decisions by facilitating the consolidation of data to support analysis and reporting at different aggregate levels.

Human Resource Management Information Systems (HRMIS) refers to the two systems currently used in the WA health system – Lattice and Alesco.

Human Resource Minimum Obligatory Information Requirement (HRMOIR) is a quarterly data collection that provides high quality data for agency and whole-of-sector workforce monitoring, analysis, planning and reporting purposes.

Job is a paid position requiring attributes and skills to fulfil specific tasks or duties.

Position title refers to a descriptor that accurately reflects the function and main purpose of a job established in an entity.

Requestor is the delegated authority approving the ‘Adding, Altering or Deleting Position Title – Request Form.

WA health system entities refers to

- All Health Service Providers as established by an order made under section 32(1)(b) of the *Health Services Act 2016*;

- The Department of Health as an administrative division of the State of Western Australia pursuant to section 35 of the *Public Sector Management Act 1994*.

Note: Contracted health entities are not considered WA health system entities.

WA health system refers to the public health system in WA as defined in Section 19(1) of the *Health Services Act 2016*. The WA health system comprises the Department of Health, Health Service Providers and contracted health entities (to the extent that contracted health entities provide health services to the State).

Appendix 1

Examples of approved standardised position titles

The HR system titles are used for display and reporting purposes by Health Support Services in the administration of position and employee related transactions. In many cases, the full standard position titles are abbreviated as the maximum number of characters for each position title in Human Resource Information Systems is 35 or less.

The full standard position titles, in the following tables, reflect the common and accepted names used to guide the HR system data.

Aboriginal Health Position Titles

Full Standard Position Title	HR System Position Title (≤35)	HR System Brief Position Title (≤16)
Aboriginal Health Liaison Officer	Aboriginal Hlth Lia Off	AH Lia Off
Aboriginal Liaison Officer - Public Health	Aboriginal Lia Off - Pub Hlth	ALO
Coordinator - Aboriginal Health Liaison	Coord - Aboriginal Hlth Lia	Coord - AH Lia
Senior - Aboriginal Health Worker - Diabetes	Snr - Aboriginal Hlth Work - Diab	Snr - AHW

Allied Health and Health Science Position Titles

Full Standard Position Title	HR System Position Title (≤35)	HR System Brief Position Title (≤16)
Associate Genetic Counsellor	Associate Genetic Couns	Ass Gen Couns
Coordinator Mental Health Adult	Coord MH Adult	Coord MH Ad
Professional Lead–Social Work	Prof Lead Social Work	PL Soc Wk
Head of Department Medical Technology and Physics	Head of Department Med Tech Physics	HoD MedTechPhys

Nursing and Midwifery Position Titles

Full Standard Position Title	HR System Position Title (≤35)	HR System Brief Position Title (≤16)
Clinical Midwife Manager-Clinical Access Management	Clin Mid Mgr-Clin Access Mgt	Clin Mid Mgr
Clinical Nurse Specialist - General Surgical	Clin Nse Spec-General Surgical	Clin Nse Spec
Nurse Midwife Specialist-Human Resources	Mid Nse Specialist-HR	Mid Nse Spec
Nurse Practitioner-Wound Care	Nse Practitioner-Wounds	Nse Practitioner

Medical Position Titles

Full Standard Position Title	HR System Position Title (≤35)
Associate Professor - Clinical Haematology	Ass Prof - Clin Haem
Consultant - Paediatric - Psychiatry	Cons - Paed - Psychiatry
General Practitioner - Obstetrics	Gen Pract - Obstetr
Registrar - Service - Endocrinology Rheumatology	Reg - Srv - Endo Rheum

Generic Position Titles

Full Standard Position Title	HR System Position Title (≤35)	HR System Brief Position Title (≤16)
Manager Allied Health	Manager Allied Health	Mgr AH
Coordinator Aged Care Assessment Team	Coord Aged Care Assess Team	Coord ACAT
Coordinator Complex Care Allied Health	Coord Complex Care Allied Health	Coord CC AH
Health Professional Mental Health Youth	Hlth Prof MH Youth	HP MH Yo

Dual Position Titles

Dual Positions	HR System Position Title (≤35)
Consultant Pathologist and Physician Haematology	Cons-Pathlgist-Phys-Haem
Consultant Obstetrician and Gynaecologist	Cons-Obstetrician and Gynae



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