Job and Person Specification

Title of Role: Team Leader – Pathology Operations

Classification: PO4

Business Unit: Forensic Science SA

Division: Pathology

Primary Purpose

The primary purpose of the *Team Leader – Pathology Operations* is to be responsible for the efficient and timely operational services supporting the Forensic Science SA Pathology workflows, in particular, the mortuary technical service, the histopathology service and the anthropology service, to meet stakeholder expectations and organisational objectives.

Job Environment

The Attorney-General's Department (AGD) provides a range of legal, regulatory and other services for the government and people of South Australia. Employing around 1700 staff, AGD promotes justice by protecting people's rights, holding people to account according to the law, improving safety and contributing to an efficient and fair justice system.

Forensic Science SA is a business unit of the Attorney-General's Department and is responsible for providing independent, high quality forensic science and forensic medicine services to the South Australian community and justice system.

The *Team Leader – Pathology Operations* operates within a complex, sensitive and challenging environment and is required to exercise discretion, initiative and a high-level of judgement with some direction.

This role contributes to the strategic goals of Forensic Science SA through strategic and operational oversight of critical services within Pathology.

Reporting Relationships

- The *Team Leader – Pathology Operations* has delegated human resource authorisations over Forensic Technical Officers, Forensic Technical Coordinators (specifically in the mortuary and histopathology teams) and Forensic Anthropologists in the Pathology group.
- The *Team Leader – Pathology Operations* reports directly to the Manager Pathology.

Key Relationships/Interactions

Internal

- Works closely with the Manager Pathology to determine strategic and operational priorities for the Mortuary, Histopathology, Anthropology and the broader Pathology Group.
- Works closely with the *Mortuary Technical Coordinator,* the *Histopathology Technical Coordinator* and the Anthropologist to ensure appropriate work practices are in place and examination methodologies of high quality are applied to coronial and police cases.

External

- Maintains relationships with suppliers of equipment used in the FSSA mortuary, the Histopathology laboratory and anthropology equipment.
- Interacts with Forensic Services Branch of SA Police and SA Pathology to facilitate improvements in the Mortuary Technical Service provision, the Histopathology service provision and the anthropology service provision.
- Interacts with key stakeholders as part of coronial and police casework operations, including members of the State Coroner's Office and SA Police (Forensic Response Section).

Key Challenges

- Balancing and deploying limited resources in an environment of frequent competing demands.
- Maintaining and promoting a positive team culture in an environment of high throughput examination work and significant manual handling challenges.

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AGD Conditions

- Effectively embed AGD People and Leadership Expectations into all actions, activities and work processes
- Participate in bi-annual Performance Development Plan (PDP)
- Proactively seek learning opportunities, including in the timely completion of all mandatory training requirements
- Comply with the Code of Ethics for the South Australian Public Sector, relevant legislation and AGD policies and procedures
- Employment is dependent upon a compliant National Police Certificate and Extended Police Check (EPC) that the AGD finds satisfactory.
- Some out of hours work may be required to respond to urgent SA Police and Coronial matters.
- Interstate travel may be required for training, research, and/or professional development activity.
- Incumbent must provide a reference DNA sample so their DNA profile can be generated and stored on a Quality Assurance Register (QAR). The register compares QAR donor reference profiles against profiles generated in casework and monitors for the possibility of contamination.

Diversity

The Attorney-General's Department values workplace diversity and is committed to providing an inclusive work environment where employees feel respected, valued and empowered to be themselves, we are also committed to reconciliation and strongly value First Nation's perspectives in the community and workplace.

Flexible Working Arrangement Options

The South Australian public sector promotes diversity and flexible ways of working including part-time. You are encouraged to discuss the flexible working arrangements for this role. Flexible working arrangement options for this role may include:

- Flexitime
- Part-time
- Compressed weeks
- Work from home arrangements

Responsibilities

This Job and Person Specification provides an indication of the type of duties you will be engaged to perform. You may be lawfully directed to perform any duties that a person with your qualifications, skills and abilities would reasonably be expected to perform. The *Team Leader – Pathology Operations* is responsible for:

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
Mortuary, Histopathology and Anthropology Oversight	• Operate with high levels of professional independence to provide operational and scientific leadership, guidance and direction to the Mortuary and Histopathology Teams and the Anthropologist. • Act as a point of reference to both internal and external stakeholders on Mortuary services, Histopathology matters and Anthropology. • Provide professional advice to inter-agency committees. • Monitor workflows within the Teams and monitor unstarted case/sample backlogs. • Use professional expertise to adjust resources to meet work demands and ensure the most efficient workflows are implemented and cases are processed in a timely manner across different workflows. • Where necessary, prioritise urgent casework examinations in response to SA Police or SA Coronial requests. • Monitor workloads and performance of team members.	• Post mortems are completed as soon as reasonably practicable, meeting stakeholder expectations • Histopathology work is completed within agreed timeframes meeting the needs of Pathologists • Anthropology service provision is timely and meets the needs of stakeholders

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Drive recruitment and procurement needs for the groups as required.	
Leadership	• Apply contemporary human resource principles to facilitate and manage staff performance, development and training. • Advocate for and coordinate continuous professional development of the mortuary and histopathology coordinators and technicians, as well as the anthropologist. • Use high levels of professional independence to ensure Mortuary, Histopathology and Anthropology resources are managed effectively. • Utilise Key Performance Indicators to monitor and report on performance. • Provide leadership and develop a culture in line with FSSA's and broader Public Sector values.	• 100% of available staff have a training and development plan. • Agreed training requirements met. • Progress against staff PR&D plans are reviewed periodically. • KPIs within the Mortuary, Histopathology and Anthropology are met. • Staff understand and conduct themselves in line with FSSA and the Public Sector values and behaviours
Strategy	• Using high levels of expertise and experience, contribute to strategic, scientific and operational discussions as part of the senior leadership, determining objectives, priorities and policies of the Pathology Group. • Participate in collaborative organisational projects as required. • Ensure a focus on continual improvement in business processes.	• The Mortuary, Histopathology and Anthropology business needs are captured in Pathology business plans • Manager Pathology is briefed on operational issues affecting the Mortuary, Histopathology and Anthropology Teams
Contribute to Forensic Science SA Service Delivery	• Contribute as a subject matter expert in at least one area of scientific or medico-legal discipline. • Independently undertake service delivery operations, casework and/or research as required. • Prepare reports for SA Police and SA Coroner that may be used in criminal and/or coronial proceedings as required. • Publish in peer reviewed scientific journals and present work as required. • Review work of others as required. • Present evidence in court when requested. • Provide advice in the specialist area as required.	• Service delivery activities, casework and/or research is conducted to a high standard, with high levels of professional independence and completed within timeframes agreed with stakeholders • Court testimony is evaluated, and performance assessed as satisfactory
Quality Assurance	• Ensure Mortuary, Histopathology and Anthropology staff adhere to quality standards, operational policies and laboratory protocols. • Take a leading role in development and review of Mortuary, Histopathology and Anthropology standard operating procedures. • Ensure that professional standards and work practices adhere to NATA accreditation requirements.	• NATA accreditation in the Mortuary, Histopathology and Anthropology is maintained • Policies and SOPs are reviewed prior to their due dates and updated immediately following changes in operation

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
	• Monitor and review international discipline specific standards and best practice guidelines to identify opportunities for improvement. • Ensure Mortuary, Histopathology and Anthropology staff are raising, investigating and/or reviewing Quality Requests and Incidents (QRI's) in a timely fashion.	• QRI's are closed within expected timeframes
Research and Development	• Keep abreast of trends and changes in Forensic Pathology. • Use significant professional judgement to make recommendations to senior management on the implications of new developments for the Pathology Group and its stakeholders. • Investigate and identify new methods and equipment, ensuring new initiatives are captured in the Pathology Business and Action plan. • Contribute to ensuring science health in Pathology by facilitating and overseeing with minimal professional direction, discreet projects involving the validation and verification of new methods, processes and equipment.	• New initiatives are captured in the Pathology Business and plan. • New methods, processes and/or equipment are evaluated. • Internal validation reports are prepared and filed in record management systems. • Policies and SOPs are communicated following implementation of new methods.
Compliance	• Responsible and accountable for adhering to the requirements of the WHS Act 2012; relevant WHS Regulations 2012; the Equal Opportunity Act 1984; the PS Act 2009; the Code of Ethics for Public Sector employees; the principles of diversity; and the Department's policies and procedures • Keep accurate and complete records of business activities in accordance with the State Records Act 1997	• Abides by the Acts, Regulations, Policies and Procedures relevant to employees of the Department • Documents and correspondence filed according to States Records Act, 1997
Drive Culture	• Model constructive behaviours in line with AGD's leadership expectations of self-awareness, building trust, and building teams. • Role model constructive behaviours in line with FSSA's values and behaviours of sustainability, collaboration, integrity, engagement, trust and respect. • Actively seek feedback and engage in critical self-reflection. • Establish and maintain effective relationships with employees including being approachable, providing role clarity, guidance on work-related matters and managing conflict where necessary. • Proactively build the capability of employees by supporting learning opportunities and providing regular feedback on performance. • Proactively manage operational leadership requirements such as leave requests, timewise entries and conduct recruitment processes where necessary. • Identify and undertake personal professional development in the area of leadership. • Proactively safeguard the health and wellbeing of staff by ensuring safe work practices are undertaken by self and others in the workplace. • Embrace and encourage diversity and cultural differences in the workplace.	• Feedback on performance from direct reports, peers and leaders is positive. • Regular one on one meetings with direct reports are conducted. • Performance issues, both technical and behavioural, are addressed in a timely and effective manner. • Professional Development Plans for direct reports are completed in a timely fashion. • Regular leadership development is undertaken. • Proactive measures are undertaken to adhere to and prevent injuries. • Work practices are safe and Work Health and

Key Responsibilities	Specified Duties	Performance Indicator/Measurement
		Safety legislation, policies and procedures are implemented. • Individual differences are encouraged and accommodated in the workplace.

Capabilities relevant to the role (Qualifications, Skills, Knowledge and Experience)

Essential	• A University qualification relevant to the role. • Experience with Mortuary, Histopathology and/or Anthropology workflows, methods, and equipment used. • Ability to effectively lead, manage, motivate and support teams. • Demonstrated ability to develop a constructive workplace culture. • High level interpersonal skills and ability to establish and maintain productive working relationships with direct reports, colleagues and other relevant stakeholders. • Highly developed oral and written communication skills to enable effective communication and to relate successfully with all levels of staff within Forensic Science SA and external stakeholders. • Ability to develop policies and procedures and to contribute to the strategic direction of a Forensic Pathology laboratory. • Working knowledge relating to the requirements of laboratory accreditation by NATA and NPAAC Standards and the principles and practices of continuous improvement. • Proven ability to balance competing priorities.
Desirable	• Higher-level University degree relevant to the role. • Formal leadership and management qualification. • Experience supervising or managing staff in a high-pressure environment. • Experience in validation or verification of new methods, processes and/or equipment. • Experience in digital workflows as they relate to Pathology.

Behavioural Capabilities and AGD People Expectations

The AGD Performance Matrix describes the behaviours expected of AGD employees across various levels in the Department. All employees are expected to behave in accordance with the AGD People Expectations of being self-aware, building trust and building teams. Descriptors below detail the behavioural capabilities required for performance in the *Team Leader – Pathology Operations*. This group of behaviours are applicable to your ongoing success in the role.

	Strategic Focus	Results Orientation	Service Delivery Excellence	Relationship Management	Professional Approach and Drive
Strategic	Shapes Strategic Thinking and Change	Achieves Organisational Results	Drives Business Excellence	Forges Relationships and Engages Others	Exemplifies Personal Drive and Professionalism
Tactical	Promotes Strategic Thinking and Change	Achieves Team Results	Delivers Business Excellence	Establish Relationships and Engages Others	Models Personal Drive and Professionalism
Operational	Supports Strategic Direction	Achieves and Monitors Own Results	Supports Service Delivery Excellence	Fosters Working Relationships	Supports Personal Drive and Professionalism
Foundational	Understands the Strategic Direction	Achieves Individual Results	Contributes to Service Delivery Excellence	Maintains Working Relationships	Demonstrates Personal Drive and Professionalism

Element	Behaviours

Promotes Strategic Thinking and Change	• Actively promotes goals and strategic direction • Translates strategies and goals into achievable plans • Ensures work goals are linked to the bigger picture • Adopts and manages a balanced approach to risk aversion and risk taking • Considers the broader political environment and context when decision making • Sets aside time to engage in forward planning for his/her area of responsibility • Drives effective change • Promotes creative and innovative thinking
Achieves Team Results	• Provides clear direction on how to achieve outcomes • Develops plans with clear outcomes and supports others to achieve these • Is accountable for the delivery of quality, timely and cost-effective results • Critically evaluates the problem in its entirety before identifying and implementing best possible solution • Confidently makes decisions showing good judgement • Effectively prioritises and re-negotiates tasks as needed • Reviews performance and seeks opportunities to implement continuous improvement
Delivers Business Excellence	• Identifies trends, potential problems and opportunities and incorporates into plans • Identifies and manages capability and expertise of the workgroup to achieve outcomes • Promotes and ensures a strong focus on internal and external customer service • Effectively manages and coordinates resources for optimal outcomes. • Promotes a culture of financial responsibility, accountability and awareness • Sets clear performance standards that are linked to business unit outcomes. • Effectively manages their own, individual and team performance and contribute to the business unit • Provides clear, honest and timely feedback, including addressing non-performance promptly and recognising high performance. • Provides leadership and support for those they manage in dealing with staff performance issues.
Establish Relationships and Engages Others	• Represents the agency and public sector effectively in public and government forums • Effectively identifies, manages and resolves conflict • Maintains awareness of the political context and acts accordingly • Develops effective working relationships and internal and external networks • Appropriately identifies and collaborates with relevant stakeholders • Shares information and knowledge • Tailors approach and communication style to suit the situation and audience • Identifies opportunities to negotiate for improved outcomes • Actively listens and communicates in a clear and concise manner
Models Personal Drive and Professionalism	• Builds a culture of respect and high ethical standards • Promotes diversity and uses this to enhance outcomes • Demonstrates and promotes professionalism and confidentiality when dealing with sensitive issues • Willing to put own views forward and challenges opposing views in a respectful manner • Identifies and considers risk in decision making • Remains positive and recovers quickly from setbacks • Promotes adaptability in dealing with change • Seeks opportunities to strengthen areas for development • Seeks feedback on performance and engages in self-reflection • Promotes a high standard of wellbeing for self and others