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HR Change Management Plan for the Restructure of End User Services.



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1. Background

Over the past 9 years End User Services (EUS) has grown organically and exponentially, transitioning a number of Desktop Support teams and support services from Health Entities such as NSW Ambulance, Ministry of Health, Cancer Institute and HPCA. Whilst End User Services has continued to rise to the challenge of increased customer demand, digitisation and technologies, it has been identified that a more streamlined way of working could present opportunities for the business, our employees and our customers.

A review has been undertaken to assess the viability and efficiency of the current model. The review has used Human Centred Design approach, seeking input from customers, as well as combining insights from internal learnings, ticket analysis and collaboration reviews.

The review has informed the development of an improved operating model aimed at better supporting service offerings and providing a more proactive service with greater ownership of customer desktop incidents and requests.

While the current structure remains functional, the restructure aims to:

- Streamline services for customers
- Provide enhanced career pathways and development opportunities, leading to better employee engagement and job satisfaction
- Support work processes that will adapt to flexible work practices providing more flexibility for End User Services staff
- Improve job security through the establishment of more permanent roles
- Standardising Role Descriptions to provide clarity of responsibilities and expectations
- Establish a common user/customer experience with the benefit of an increase in visibility, presence and support enhancing the reputation of eHealth.

2. Approval plan and process

This End User Services HR Change Management Plan, together with the accompanying brief (HD23/35449), will assist in formally consulting with staff regarding the proposed new operating model and restructure of End User Services. In accordance with the eHealth NSW Delegations Manual, approval for this change sits with the Tier 2 Manager.

Following the consultation period, a new brief submission for approval to implement the realignment/restructure/change, reflecting any changes and themes identified during the consultation process.

3. Employee communication strategy

Staff have been provided with information on the proposed restructure via Group Meetings over the past 12 months. Staff have been encouraged to be active participants in discussions about the proposal while it was being developed.

In addition, following approval to consult, the following employees will be instrumental in providing official communications and support to affected staff in their teams during the period of organisational change:

- Associate Director, Customer Services
- Group Manager End User Services

The current Team Managers within End User Services will be identified as Change Champions and will aid in ensuring staff understand the proposal and are encouraged to provide any feedback and ask questions.

Following approval to consult on the proposed restructure, a Group Meeting will be held to advise staff of the proposal and answer questions. Individual meetings can be arranged with staff by request.

All materials, including the proposed structure will be sent to all End User Services staff via a shared Microsoft Teams channel available to all staff, in line with current group practices. Presentations slides and fact sheets will also be available via this forum.

Staff who are away on leave/secondments during the consultation period will be contacted individually. Information and updates will be sent to their Health email address, unless alternative arrangements are made by individual agreement.

Communication with staff will be documented by HR via a Consultation and Feedback register. Any feedback and/or questions received by staff will be recorded in the register to ensure feedback is considered and acknowledged.

4. Management of psychosocial hazards and risks

SafeWork NSW has developed a *Code of Practice for Managing Psychosocial Hazards at Work*. This Code of Practice, approved under section 274 of the *Work Health and Safety Act 2011* on 1 April 2023.

Psychosocial hazards refer to potential sources of stress and other psychological factors that may impact employees at work. In addition to this, all managers are supported by a series of training sessions related to the *Work Health and Safety Amendment Regulation 2022*.

In conjunction with the realignment process, all policies and procedures are actioned by the HR Business Partner and updated with advice related to mental health and well-being.

5. Support services

As part of the transition and organisational change, End User Services employees have and will continue to receive support through a variety of services, including support from their manager, HR Business Partner, and through the NSW Health Employee Assistance Program.

Any staff interested in applying for a position within the new proposed structure will be encouraged to utilise Career Assist support through the EAP for assistance with writing resumes, addressing selection criteria, and interview skills.

6. Consultation

A detailed list of all employees and their expected changes has been assessed via a Staff Impact Analysis. The consultation period will extend over two weeks, allowing eHNSW to:

- provide information to employees about the change
- invite employees to give their views about the impact of the change
- consider and acknowledge all feedback given by the employees about the impact of the change.
- Provide dedicated channels and a specific period of time for employees and union to seek clarity, ask questions, participate in discussions, and express views to contribute, in a timely fashion, to aid decision making

The Group Manager End User Services will present the final proposal, fact sheets, organisational structure, and role descriptions at a team meeting, supported by the HR Business Partner. Individual meetings will be offered to eHNSW employees, as well as on a by-request basis.

Employees will be invited to provide feedback and questions in individual or team meetings, via email to their manager or HR Business Partner, and union members will be able to engage the HSU to consult on their behalf.

Feedback and questions received by staff will also be recorded to ensure all feedback is considered and acknowledged. This will also allow for employee input to be collated, reviewed, and incorporated as appropriate in the final plan prior to submission for implementation approval.

7. Workforce planning needs and impact on services and functions

The proposed End User Services restructure is planned to be implemented in early 2024. This target allows for the approval to consult, the consultation period, the incorporation of relevant changes (resulting from consultations), and implementation approval and subsequent processes.

The eHealth NSW employee transactions team, HR Business Partner and Talent Acquisition Advisor will create the new positions in StaffLink under the new structure, and existing position numbers deleted. Business Management Services, Service Delivery will update the organisation charts to reflect the change.

The Talent Acquisition Advisor will coordinate recruitment activities for the new positions in conjunction with the relevant hiring manager.

8. Changes to the organisational structure

Current and proposed organisational structures have been provided within the accompanying brief. They will also be provided to staff and the HSU in the consultation period.

There will be some change to reporting lines as a result of the proposal as the team is realigned. These changes will be explained in full with staff during the consultation period, however individual reporting managers may not be able to be confirmed until the finalisation of recruitment processes after implementation.

9. Proposed recruitment process

Following the closure of the consultation, if approved, all permanent staff will be matched to a suitable position in the new structure. Where there is a conversion of Award, permanent employees will retain their current Award and conditions unless otherwise requested by the employee.

Any remaining positions will be filled using a combination of internal and external merit-based recruitment activities in accordance with the *Recruitment and Selection of Staff to the NSW Health Service PD2023_024*.

10. Proposed voluntary restructure program

The End User Services Group will address any employees that are eligible for Voluntary Redundancy, where and if needed.

11. Impact of the restructure defined by Acts

The proposed End User Services structure has no impact on the Equal Employment Opportunity groups as defined by the *Anti-Discrimination Act 1977*.

12. Management of Excess Employees

No employees will be declared affected or excess as a result of this proposal, per the definitions outlined in the *Managing Excess Staff of the NSW Health Service PD2012_021*.

13. Management of Temporary Employees

Temporary employees will be advised during the consultation process that the role they are currently filling will be deleted should the proposal be approved. In addition, should the proposal be approved, HR will write to Full -Time Exempt employees to advise of the approval and that the role they are currently filling will be deleted upon recruitment to the new roles. The letter will invite and encourage the staff to apply for a permanent role once advertised and outline that if they do not wish to apply for a role, or are unsuccessful in their application, then the letter will serve as notice that their contract is ceasing early, and they will be separated.

Contractor Central will be notified of the changes, if approved, and contingent workers will also be encouraged to apply. Contingent workers will be provided one weeks' notice of ending their employment in line with contract requirements. It is recommended that all notice periods be worked.

14. Proposed timeline for implementation

Example timeline below. Some changes will be able to have actual dates rather than approximations. However, use this section to provide information on the proposed timing of key events and milestones throughout the life cycle of the restructure. These may include the below actions, but this list is not exhaustive.

Action	Approximate Timeline*
Chief Executive's approval	Day 0
Formal consultation period commences <ul style="list-style-type: none"> Individual meeting with employee(s) impacted by a direct reporting line change Team meetings for all other staff Notification provided to NSW Health Services Union 	Day 7
Consultation period closes	Day 21
Approval brief to implement to the Chief Executive	Day 28
Staff advised of approval	Day 35
New organisation structures and positions created in StaffLink	Day 35 – 42
Change of reporting line/business unit letters issued to staff	Day 42
HealthRoster, Fieldglass, OTL, Cost Centre, align to StaffLink, cost centre and relevant platforms	Day 42-48
New org structure implemented	Day 49
New positions ready to be appointed via recruitment activity	Day 49
Old positions deleted from StaffLink	Day 49-56