

Campus	All Campus
Department (if applicable)	Whole organisation change
Program	Human Capital Management System change
Brief Description of the Change proposal	<p>Albury Wodonga Health (AWH) are changing to a new organisational wide software system to support key HR business activities of recruitment, onboarding, performance, learning and employee details. The new software system is called SAP Success Factors and the change is required because the software system currently in use provided by a company called Equifax is coming to its end of product life as of June 30, 2024. Equifax will be ceasing to support the system and AWH is required to implement a new system to ensure people processes are not impacted.</p> <p>AWH have taken proactive steps to undertake a change of system in line with Department of Health purchasing (HSV) preferred vendors and developed a schedule of module implementation with the goal of providing an enhanced employee experience from recruitment to offboarding.</p>
Current Situation	<p>AWH are moving to a new human capital management (HCM) software system called SAP SuccessFactors in June 2024. This system has different functions and our plan is to introduce these in a progressive module rollout through the next 6 months. We have been working on this plan with engagement of key stakeholders and updating key leaders since February 2024.</p> <p>From June 30, 2024 AWH are aware that Equifax will commence steps to no longer provide our platform PRESTO which we utilise for employee Recruitment, Variations and Separations.</p> <p>AWH have taken a two-stage approach to manage the cutover and change. Stage 1, from June we will be switching over to the following two modules: Recruitment and Onboarding. This aligns to the system close dates and will ensure continuity of supported recruitment services across the organisation. This change will be supported by training, resources and communications to the business which will mitigate the risk to impacts on resourcing.</p> <p>Stage 2, from July 2024 to January 2025 AWH will progressively roll out 3 further modules: Performance and Goals, Employee Central and Learning. This will further enhance our employee and candidate experiences with integrated systems, greater system capability and enhanced data integrity.</p>

<p>Proposed Situation</p>	<p>We are engaging our impacted employees with the intent to move our HR systems to SAP SuccessFactors, the result being decommissioning or impacts to the following systems progressively:</p> <ul style="list-style-type: none"> - PRESTO - ZIPLINE - SEEDS - ORG CHART NOW TOOL - Paper based PDP system <p>Further to this, updates to the following policies and guidelines will concurrently be completed via governance through our committee structures and working groups:</p> <ul style="list-style-type: none"> - Recruitment and Selection guidelines - Mandatory Training Policy - Professional Development Plan guideline - Others as identified or required
<p>Benefits of proposed change (Cost Savings, etc.)</p>	<p>AWH anticipate the following benefits of this change by early 2025 and beyond:</p> <ul style="list-style-type: none"> - Enhanced employee and candidate experience - Reduced time to hire (currently > 60 days) - Decrease of administration burden on hiring managers and recruiters - Enhanced links to other systems such as APHRA, Linked In, SEEK and Vic Careers - Visa monitoring capability for international staff - Greater self service for staff to update personal details - System foundation allowing AWH to build capability and skill frameworks for each position and role - Enhanced ability to report and manage workforce planning, risk and compliance - Enhanced onboarding experience and increase in retention of workforce - Enhanced security and data privacy

Potential effects on employees

Could include, but not exclusive to:

- EFT increases or decreases
- Shift or penalty changes
- Location changes
- Should include a list of employees who are potentially impacted
- Potential impact on workload
- Other potential safety or wellbeing impacts on employees.

We anticipate minor interruptions to staff on the system change. This will be in the form of learning the new system, advertising positions, establishing new positions, training completion and a change of process for variations and separations.

Planned interruption of service required to facilitate the system changes to be noted are:

- Minor impact to recruitment (1 week of non-advertisement period).
- Minor impact to position description creation, regrade and new position establishment (2 week freeze).
- Minor impact to training access in SEEDS (potential of 1 week of non-access to prepare migration of data).

Impacts to employees:

- Employees holding administrative, recruiter and hiring manager roles will be the impacted with changes to the system flow, approvals and how offers are presented to employees.
- All employees may be potentially impacted by the change of new process with each module implementation.
- We anticipate through this change period a minor modification of administration (P&C) tasks until new processes are fully embedding by December 2024.
- Variations and Separations process will be changed twice due to timings and module implementation.
- Timing on tasks may initially potentially be longer. We will communicate this to our employees and ensure that through our Phases we have support measures (huddles, updates, project *hypercare** period and wellbeing support) in place to assist our recruitment and project teams who will encounter the most impact.

**Hypercare: period of one month post system change where AWH will be supported by both SAP SuccessFactors and our implementation partner Dyflex for faster than normal response to issues or problems. Aim is to resolve issues as quickly as possible and contribute to a smooth transition.*

<p>Wellbeing & Safety impacts on employees (including Occupational Violence & aggression implications for employees)</p> <p>Where an OHS, safety, wellbeing or OVA is identified, a risk assessment of the potential effects of the changes on health and safety of employees should be undertaken in consultation with HSR's and the proposed mitigation actions which will be implemented to prevent such effects.</p>	<p>Change can be unsettling, therefore Heather Flynn (Director of Workforce and OD) and Paula Sutherland (Safety & Wellbeing) will be available to answer staff questions during the consultation process. In addition, support outside the team is available from:</p> <ul style="list-style-type: none"> - Safety & Wellbeing team - available during works hours contactable on 02 6048 1114 - AWH Employee Assistance Program, Acacia EAP provides free external confidential professional counselling to all staff – available 24/7 – call 1300 364 273
<p>Measures to mitigate effects on employees</p> <p>Outline the measures which will be taken to mitigate or avert the effects of the proposed change.</p>	<p>Consultation about the change support required has commenced and we will do the following to mitigate risks:</p> <ul style="list-style-type: none"> - Implement the Projects Change Strategy and Communication Plan. - Provide training opportunities for employees via mixed means such as in person, tutorials, videos and guides. - Provide documentation such as guides, quick reference steps, timings and process flows in our intranet, PROMPT and the AWH learning system. - Support from the P&C Workforce and Project team via the People & Culture helpdesk for all system related enquiries including learning and support requests. - Post each stage of implementation (June and December) we will provide a '<i>hypercare</i>' period supported by our implementation partner to ensure best turnaround of any unforeseen issues or system problems.

<p>Communication Plan - Notification to affected employees on proposed change.</p> <p>Including notification that any affected employee will have the right to have a representative including a Union Representative or support person.</p>	<p>AWH have been proactively meeting with affected employees since February. We have been providing updates to hiring managers, recruitment team, nursing and medical workforce teams on the project including inviting key representatives to participate in workshops for stage 1 and further will occur for stage 2.</p> <p>We will hold further consultation meetings with employees in key workgroups on the change plan and proposed change cutover and provide support required:</p> <ul style="list-style-type: none"> - Administrators (People & Culture, ICT) - Recruiters (People & Culture, Nursing Workforce and Medical Workforce) - Hiring Managers and delegates <p>We further welcome any comments on how best we can support employees on this system change.</p>
<p>Learning and Development Plan for effected employees</p> <p>Consideration of whether employees will need to be retrained due to the proposed changes?</p>	<p>Consideration for training has been completed. AWH will be providing training to all administrators, recruiters and hiring managers who wish to participate. If an employee is on leave, AWH will be producing sustainable resources to ensure employees have adequate training and support post implementation and at project conclusion in early 2025.</p>
<p>Effect of the proposed changes on other AWH services, employees, Departments or locations?</p>	<p>The proposed changes of the new system will not have any impact to services other than minor delays to recruitment advertising and the creation of new positions, reporting lines or locations of services. There will be no change to any employee’s role or conditions of employment. There will be no loss of jobs and the change will be closely monitored by the Chief of People.</p>

<p>Timeframes and dates for proposed changes</p> <p>In line with the relevant EBA /Award Clause around consultation design a communication timetable not exclusive to:</p> <ol style="list-style-type: none"> 1. Steps 2. Phase 3. Action 4. Timeframe (dates) <p><i>Include any details of staff / union consultation conducted to this date.</i></p>	<p>Change Impact Statement will be provided to all employees and sent to the following on 6th May 2024:</p> <ul style="list-style-type: none"> • Allied Health staff:VAHPA (josie.ackerman@vahpa.asn.au), HSU (info@HSU.asn.au), • Nursing staff: ANMF (shiggs@anmfvic.asn.au and records@anmfvic.asn.au), NSWMA (moherty@nswnma.asn.au and gensec@nswnma.asn.au) • Medical specialists: AMA (ama@ama.com.au), ASMOF (asmof@asmof.org.au). • Managers and Administrators: HWU (info@hwu.org.au) and HSU (Sam.oram@hsu.asn.au). • Medical scientist and psychologists: MSAV (enquiry@msav.org.au) and HSU (sam.oram@hsu.asn.au). • Mental Health – HACSU (ciroc@hacsu.asn.au) and HSU (sam.oram@hsu.asn.au). <p>Written response from the affected employees and /or unions is due by 20th May 2024.</p> <p>Consultation meetings will take place between 6th May and 31st May 2024.</p> <p>A further AWH response will be provided by 7th June 2024.</p> <p>Meetings may be held to better understand and discuss responses.</p> <p>Once the deadline has been passed, a decision will be made on any adjustments on the support measures within 14 days and communicated to affected employees and the unions.</p>
---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>Attachments</p> <p>Include any other written material relevant to the reasons for the proposed change (such as consultants reports), excluding material that is Commercial in Confidence or cannot be discussed under privacy legislation.</p>	<p>Click or tap here to enter text.</p>
<p>Prepared by:</p>	<p>Heather Flynn</p>

CHANGE IMPACT STATEMENT TEMPLATE



Position:	Director of Workforce and Organisational Development
Date:	1/05/2024
Contact details:	Heather.Flynn@awh.org.au