Issue Date: May 2024

HD24/10164

Change Management Plan for the Talent Acquisition team within the People & Culture directorate 2024

Contents

[1. Background and reasons for the organisational change 3](#_Toc156831699)

[2. Approval plan and process 3](#_Toc156831700)

[3. Employee Communication Strategy 3](#_Toc156831701)

[4. Management of psychosocial hazards and risks 4](#_Toc156831702)

[5. Support Services 4](#_Toc156831703)

[6. Consultation 4](#_Toc156831704)

[7. Workforce planning needs and impact on services and functions 6](#_Toc156831705)

[8. Changes to the organisational structure 6](#_Toc156831706)

[9. Proposed means for filling positions 7](#_Toc156831707)

[10. Proposed voluntary redundancy program 8](#_Toc156831708)

[11. Impact of the restructure defined by Acts 9](#_Toc156831709)

[12. Impact of the restructure on staff with special needs 9](#_Toc156831710)

[13. Management of excess employees 9](#_Toc156831711)

[14. Management of Temporary Employees 10](#_Toc156831712)

[15. Proposed timeline for implementation 10](#_Toc156831713)

# Background and reasons for the organisational change

Following a review of the current structure of the Talent Acquisition team, it isrecommended that the talent acquisition team’s function be restructured to support the overall P&C strategy and deliver on the eHealth NSW People & Culture Business plan priority to enhance and modernise recruitment services as well as to support the integration of the People & Culture for Future of Health initiatives being conducted by the Ministry of Health.

The restructure aims to embed stability for the team and addresses the need to ensure the team are effectively resourced with the right capabilities for the size and the rapidly changing needs of the organization for now and the future. The new structure also aims to provide opportunities for growth and development for the team by introducing more senior roles and elevating the junior roles.

The review for this recommendation included analysis and deep dives into team workloads, processes and service offerings, budget and fundings, general feedback from the team and the business, and trajectory changes with the introduction of the use of automation/AI in recruitment,

The Talent Acquisition team currently has a headcount of 14 team members. 5 of which are permanent and 9 are temporary exempt. Following the restructure, it is anticipated the headcount will reduce to 12 with no impact to permanent staff members which in effect will provide substantial cost savings for the organisation. There will be no requirement to offer any voluntary redundancy programs (VRP).

# Approval plan and process

This Talent Acquisition Change Management Plan, together with the accompanying brief (HD24/10164), will assist in formally consulting with staff regarding the proposed restructure of the Talent Acquisition Team. In accordance with the *eHealth NSW Delegations Manual,* approval for this change sits with the Tier 2 (Director People & Culture), however if there are any risks of offering a Voluntary Redundancy the brief will need Tier 1 approval (Chief Executive).

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

Note: If the proposal would have significant impacts to staff, or is expected to result in redundancies, Ministry of Health approval would also be required and should be commented on in this section. If redundancies are involved, the HR Business Partner will need to request a financial estimate and submit a ‘workforce profile’ to Ministry of Health.

# Employee Communication Strategy

The following employees will be instrumental in providing communications and support to affected staff in their teams during the period of organisational change:

* Director, People & Culture
* Head of Talent Acquisition

Following approval to consult on the proposed restructure, briefing sessions will be held to advise staff and provide them with information as well as answer questions. Individual meetings will be offered to permanent staff with any further individual meetings to be arranged with other staff by request.

All materials, including the proposed structure will be shared via email with the presentation and fact sheets.

Updates will be cascaded down to staff during team meetings, as well as supported by periodic presentations and updates by the HR Business Partners to the team.

Staff who are away on forms of leave/secondments during the consultation period will be contacted individually and offered to attend the meeting if practical to do so. Information and updates will be sent to their NSW Health email address, unless alternative arrangements are made by individual agreement.

Information about the proposed changes will be provided to the Health Services Union in writing. 

# 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, a series of training sessions related to the *Work Health and Safety Amendment Regulation 2022* is available to all management staff.

In conjunction with the realignment process, compliance with all policies and procedures is monitored by the HR Business Partner.

# Support Services

As part of the transition and organisational change, AREA 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.

If relevant, we will include information on where to obtain advice on:

* Superannuation, taxation and financial planning
* Assistance in applying for roles
  + My Health Learning course 276239166: Perform Better at Interview
  + [Career development | eHealth NSW](https://www.ehealth.nsw.gov.au/careers/career-development)
  + Career Assist via the EAP: [EAP Services | Employee Assistance Programs | Converge International](https://convergeinternational.com.au/service/eap-services/)
* Support services targeted to Equal Employment Opportunity groups

# Consultation

Initial Consultation Session

* Run by the Director P&C and Head of Talent Acquisition and supported by the relevant HR Business Partner.

Information will be shared in a presentation-style format. Information to be covered will include:

* + Reasons for change, including links to relevant organisational strategic plans
  + What the change aims to achieve
  + What the actual change proposal is
  + Current and proposed organisation charts
  + High-level overviews of any new roles to be introduced
  + Expected timeframes for consultation, approval and implementation
  + How feedback and questions can be submitted
  + Where to find additional information – MS Teams, Sharepoint etc
  + Summary of support services
* It will be reiterated that the change is in the proposal stage, the purpose of consultation is to hear from employees and engage in active conversations about their thoughts, questions and insights. Staff should also be able to express any concerns around any potential impacts to them should the proposal be approved. It should never be suggested or assumed that the proposal is final and cannot be changed as true consultation should be able to influence and change a proposal.

Mid-Way Consultation Session

* will be held at, or just after the halfway point of the consultation period.
* It will summarise the themes arising from feedback received
* Information will be provided on the types of questions that are being asked, and responses provided so all staff receive the same information from the business
* An additional opportunity to invite conversation and questions about the proposal between staff, management and HR will be provided .

End of Consultation Session

* Will be held after consultation has closed
* Will summarise the themes arising from feedback
* Information on feedback and questions received throughout the consultation process will be provided
* Detail if/how the proposal has changed as a part of the consultation process will be provided
* Information on next steps including approval and any updates to expected implementation timeframes will be provided

# Workforce planning needs and impact on services and functions

In this section, describe how the changes in functions (creation, deletion or merging of functions) will affect the delivery of services and how, where applicable, they are to be effectively managed with reduced staff. Provide details on changes to workflows, roles and responsibilities, as well as strategies to retain skills and experienced staff so that services can continue to be delivered.

The Talent Acquisition team restructure is planned to be implemented by the end of July 2024. This allows for the approval to consult, consultation period, incorporation of relevant changes as a result of consultation, and approval to implement.

Recruitment to all roles will be completed with priority of the advertisement offered to the immediate team starting from the top down (HM4 to AO6).

Staff who can be directly matched to positions will be provided letters confirming their change in role accountabilities.

# Changes to the organisational structure

Current and proposed organisational structures have been provided within the accompanying brief.

There will be no change to eHNSW’s overall number of staff positions.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Old Structure | | New Structure | | | Net Change FTE |
| **Classification** | **Title** | **Location** | **Title** | **Location** | **New Position?** |
| Health Manager Level 4 | Manager, Recruitment Projects and Continuous Improvement | Chatswood | Manager, Talent Acquisition Operations | Chatswood | Yes | -1 |
| Health Manager Level 3 | Talent Acquisition Sourcing Specialist | Chatswood | Talent Acquisition Sourcing Specialist | Chatswood | Yes | 1 |
| Health Manager Level 2 | Talent Acquisition Lead | Chatswood | Senior Talent Acquisition Advisor | Chatswood | Yes | 1 |
| Health Manager Level 1 | Talent Acquisition Advisor | Chatswood | Talent Acquisition Advisor | Chatswood | Yes | -4 |
| Administration Officer Level 5 | Talent Acquisition Support Coordinator | Chatswood | Assistant Advisor, Talent Acquisition | Chatswood | Yes | -2 |

# Proposed means for filling positions

In the absence of an internal restructure procedure document, section 3 of the Restructuring Procedures - Ministry of Health *(PD2013\_042)* will be used to guide the filling process.

Recruitment to all roles will be completed with priority of the advertisement offered to the immediate team starting from the top down (HM4 to AO6).

# Proposed voluntary redundancy program

No Voluntary Redundancies will be offered as part of this realignment/restructure.

# Impact of the restructure defined by Acts

The new Talent Acquisition Team structure has no impact on the Equal Employment Opportunity groups as defined by the Anti-Discrimination Act 1977. There will also be no impact to any staff with special needs.

# Management of excess employees

There will be no impact to permanent staff members therefore no requirement to manage excess employees.

# Management of Temporary Employees

Temporary employees will be eligible to apply for all roles from the outset of recruitment to the new structure.

Temporary employees who are not successful in securing a position within the new structure will be able to work through to the conclusion of their temporary contracts. Proposed timeline for implementation

Provide information on the proposed timing of key events and milestones throughout the life of the restructure. An example is below with suggested key actions, but this list is not exhaustive.

|  |  |
| --- | --- |
| **Action** | **Approximate Timeline** |
| Director of P&C approval | Day 0 |
| Formal consultation period commences   * 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 Director, P&C | 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 |