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Talent Acquisition Restructure

1. Frequently Asked Questions

NOTE: This document will be updated throughout the course of Consultation to include any additional questions asked in staff briefing sessions or other feedback channels. Where necessary, questions and answers will be generalised to protect employee’s privacy and individual circumstances.

# The proposal

## What is changing?

We are commencing consultation with staff for the proposed restructure of the Talent Acquisition Team within People & Culture (P&C).

The Talent Acquisition team needs to be restructured to align to eHealth business plan priorities, our P&C strategy, budget and funding requirements and the broader Future for Health strategy. Furthermore, the proposed structure will allow for more growth opportunities within the team.

By revising the structure, we will be able to clearly define career pathways for staff to ensure development opportunities and career advancement pathways.

## Who is impacted?

For ongoing/ permanent staff within the Talent Acquisition team there will be no impact to their current roles. For temporary staff within the Talent Acquisition team, they will be able to apply for vacant roles in the proposed structure.

## What does this mean for me?

Should the proposal be approved after the consultation period, permanent staff will be matched to positions at level.

Current Full-Time Exempt contracts will be ceased if and when you are successful in securing a position within the permanent structure/ If you are not successful or do not wish to apply for a role in the new structure then your current contract end date will remain.

All staff will be able to apply for multiple opportunities created as part of the restructure.

## Are there any job losses as part of this proposal?

All permanent eHealth staff will be matched to a new permanent position within the structure. In most cases, these roles are very similar to the role you would be doing now, however the role description and reporting line will be updated to ensure it accurately reflects the work that you are already doing and the contemporary, customer-focussed direction. This will be discussed with you as part of the consultation process.

There will however be a reduction in roles within the new structure, all staff are encouraged to apply for a permanent role in the new structure. There will be a number of opportunities available which we hope our temporary employees will apply for.

# My employment and salary

## What happens if I don’t secure a position in the new proposed structure?

Your employment will cease at the end of your individual current temporary contract.

## Can I be matched to a higher-grade role in the new structure?

Noting staff cannot be matched to roles higher than their substantive role, and in the proposed organisation chart there are roles at higher grades than in the existing structure, we encourage all staff (ongoing/permant and temporary) within the team to apply for any position that interests them at a higher level as you cannot receive a promotion from a direct matching process.

## What is an at-level position?

An at-level position is one that has a top salary within 5% of the top salary of your current position, per Appendix 3 of the Recruitment and Selection of Staff to the NSW Health Service PD2023\_024 – Priority Assessment for the Redeployment of excess/affected staff.

## Will my salary be maintained?

This depends on a few factors, including your current grade and where you sit within that scale, as well as the position you apply for. Salaries will be negotiated at the offer stage of the recruitment process, however if you would like to discuss your personal circumstances prior to that please contact your HR Business Partner.

Processes for salary increases remain subject to the Award and performance review process. All current entitlements such as leave, leave loading and salary packaging will remain as is.

## Will there be a change in how my performance is measured?

No, there will be no changes regarding the way your performance is measured, it will continue to be measured through our Performance and Talent Management system (PAT). The direct supervisor will set up growth and development discussions with you, to help ensure you’re able to individually benefit from this change – we are here to support your ongoing development and career. These discussions will inform your PAT plan and will include how your performance will be measured, as well as how we will support you to grow and learn through this opportunity.

It should be noted however that under the Health Manager Award, salary increases are based on performance rather than incremental over time like with the Computer Staff Award.

## What are the various pay scales for the roles in the proposed structure

Payrates for the various Health Manager and Administrative Officer levels/grades are within the table below.

|  |  |  |
| --- | --- | --- |
| Grade | Minimum | Maximum |
| AO6 | $77,623.75 | $79,458.87 |
| HM1 | $81,581.00 | $108,532.00 |
| HM2 | $106,142.00 | $125,241.00 |
| HM3 | $122,850.00 | $139,559.00 |
| HM4 | $137,173.00 | $163,431.00 |

Note, these figures are correct as at 22 January 2024. The Award itself can be found [here](https://www.health.nsw.gov.au/careers/conditions/Awards/hsu-health-managers.pdf), with conditions for Health Manager employees found [here](https://www.health.nsw.gov.au/careers/conditions/Awards/hsu-he-conditions.pdf).

## Am I able to negotiate my salary in the new structure?

On the Health Manager (State) Award, your salary can be negotiated at two phases of the employee lifecycle: on commencement (i.e. when you are offered a position), and during the annual performance review cycle (i.e. when closing out your PAT). This is in accordance with the [Health Manager Salary Management Procedure](https://nswhealth.sharepoint.com/sites/EHNSW-RESOURCES/Shared%20Documents/Forms/All%20Documents%20by%20Type.aspx?id=%2Fsites%2FEHNSW%2DRESOURCES%2FShared%20Documents%2F%5BPR2022%5F003%5D%5FHealth%20Manager%20Salary%20Management%2Epdf&parent=%2Fsites%2FEHNSW%2DRESOURCES%2FShared%20Documents).

If you are a current permanent full-time employee who will be matched to a new position, it is expected that your salary will remain the same, however this will be discussed with you when confirming your new role. It is not the intention of eHealth NSW that any permanent full-time employee will be disadvantaged financially as a result of this restructure. Please reach out to management or our HR Business Partners to discuss your individual circumstance in more detail during consultation or prior to implementation to talk through any concerns.

If you are applying for a new position in the restructure, you will be able to negotiate your commencing salary for the new position with the hiring manager on offer of employment. This is available whether the position is considered ‘at-level’ or will be a promotion. Any negotiated commencing salary will be considered in accordance with the conditions set out in [Health Manager Salary Management Procedure](https://nswhealth.sharepoint.com/sites/EHNSW-RESOURCES/Shared%20Documents/Forms/All%20Documents%20by%20Type.aspx?id=%2Fsites%2FEHNSW%2DRESOURCES%2FShared%20Documents%2F%5BPR2022%5F003%5D%5FHealth%20Manager%20Salary%20Management%2Epdf&parent=%2Fsites%2FEHNSW%2DRESOURCES%2FShared%20Documents).

In response to feedback received from Managers, the People & Culture team have drafted a Salary increments [guidelines](https://nswhealth.sharepoint.com/%3Ab%3A/s/EHNSW-COMMSHUB/EaVsi9t01ZlBn7IfL4YIf7MBzkRN3ebmSLJ68tP5bHWclg?e=J7qcx4) to support managers and ensure consistent and equitable recommendations for pay increase relating to performance review of employees under the Health Manager Award. Performance recommendations and subsequent salary increases are considered across multiple levels of management, with the salary increases ultimately approved by the Director. This ensures that a consistent approach to salary increases is applied to all staff to ensure equity and fairness.

While the guideline is not mandatory, it will be used as an additional tool for the purposes of this restructure.

If there are any further questions on this topic, please contact Maggie de Ubago or Christine Ters.

# The Process

## Are Voluntary Redundancies available to affected staff?

Please note this is not an option as all current permanent employees will be directly matched at level to a role within the new structure. As such, it is not anticipated that any Voluntary Redundancies will be offered, however should a staff member be declared excess then Voluntary Redundancies will be offered in accordance with requirements outlined in the *Managing Excess Staff of the NSW Health Service (PD2012\_021)*

## What is the proposed implementation process staff can expect if the restructure is approved?

The process to be followed for the proposed restructure will follow the processes outlined the Recruitment and Selection of Staff to the NSW Health Service (PD2023\_024) and in the NSW Public Service Commission Agency Change Management Guidelines (2011-014). These are the overarching policies and should be taken as the final authority on the process to be followed. It is important to note that the policies listed may be updated and changed from time to time.

To assist in the interpretation of these policies, the following is the expected process to be followed for the restructure as proposed. Note, this process will not commence until the consultation period has closed, with any required amendments made to the proposal approved via brief by the appropriate delegate in accordance with the eHealth Delegations Manual.

|  |  |
| --- | --- |
| Step 1 | Ongoing/permanent staff will be directly matched to suitable positions using the salary matching principles . |
| Step 2 | Remaining positions are advertised internally to all members of staff with selection on merit. |
| Step 3 | Unfilled vacancies posted for sector-wide redeployment job matching to excess employees. |
| Step 4 | Remaining positions advertised externally for merit based selection |

## I will be on leave during the recruitment process, will that affect my application if I apply for a position?

No. We recommend that you advise Maggie de Ubago of your best contact/email details for while you are on leave so you can be included in any updates, communications and advertising. You may however need to submit an application while you are on leave if a role you are interested in is advertised during that period.

## Can I apply for more than one position in the new structure?

Absolutely. We intend on adopting a ‘top-down’ approach to advertising, starting with the Manager, Talent Acquisition, Operations role, Talent Acquisition Lead, Projects & Continuous Improvement, Senior Talent Acquisition Advisor, and Talent Acquisition Sourcing Specialist role before moving onto the Talent Acquisition Advisor and Assistant Advisor roles. You are welcome to apply for as many roles as you wish.

## Will positions be advertised externally or internally?

All roles will be advertised internally in the first instance and then externally if the role is not filled.

## For Full Time Exempt staff who have spent a number of years at eHealth, providing good quality service, is there any advantage/consideration in the recruitment process?

All applicants who apply for the positions advertised will have their previous performance taken into consideration during the recruitment process however to ensure we are fair and equitable throughout the process; it will be important you are still able to demonstrate that you meet the requirements and focus capabilities (and capability levels) of the role.

Converge International, our EAP provider, has a Careers Assist service where career specialists will help with practical skills as well as career development and planning, resume writing and job-seeking assistance, interview skills and vocational counselling.

## What consultation will occur as part of this change?

Consultation is a period of two weeks from announcement where eHealth NSW employees have the opportunity to provide feedback and ask questions. You may ask questions or provide your thoughts on the proposal, and how it may impact you in your position or the customers you interact with on a daily basis. We invite you to put forward suggestions or improvement ideas so we can work together to create the best possible outcome for eHealth, our employees and our customers.

The proposed changes will also be presented to the Health Services Union (HSU) for feedback.

During the two-week consultation period, impacted staff will be presented with information through staff briefing sessions where they can ask questions live. Employees can also request materials and/or a 1:1 meeting with a line manager and/or HR representative to address unique concerns.

Note, as of 24 November 2023, the Health Services Union has requested a Union Specific Consultative Committee (USCC) be formed for the consultation of this proposed restructure.

Consultation is scheduled to close on 28 May 2024.

## How can I provide my feedback on this change?

Suggestions and feedback including feedback on the role description are encouraged during the consultation period using the following means: live during our staff briefings, and during 1:1s with managers/leaders, by speaking with their Union delegate, or by emailing their manager or HR Business Partner directly.

## What support is available to help me in the application process?

We understand that for some the thought of submitting an application or expression of interest may be a daunting prospect. If you would like information or support in applying for roles, please utilise the resources below or talk to your HR Business Partner.

* Converge International is our Employee Assistance Program (EAP) provider. You may contact them via the WHS Assist Line on 02 8644 2323 (choose option 4), or for information about their website and app, please visit [Employee Assistance Program (EAP) (sharepoint.com)](https://nswhealth.sharepoint.com/sites/EHNSW-EMPLOYMENT/SitePages/EAP.aspx). The EAP has a Career Assist service, offering specialist help with practical skills including resume writing, job-seeking assistance, interview skills and vocational counselling.
* The Public Service Commission provides a range of tools that assist employees in considering suitable roles, assessing current capabilities to desired roles, and providing example interview questions based on a target role’s Public Service Capability Framework capabilities. [Click here](https://www.psc.nsw.gov.au/workforce-management/capability-framework/capability-framework-resources-index/capability-application-tool) to access the Capability Application Tool.
* The SFIA capability framework provides similar self-assessment tools and guidelines. [Click here](https://sfia-online.org/en/tools-and-resources/using-sfia/sfia-assessment/self-assessment-guidelines) to access additional support for navigating and understanding SFIA when considering roles and applications.
* The AVS management team, along with the relevant management team within CAS, are ideally placed to talk to you about

## What development or information will be available to staff to assist them in applying for specific roles?

The recruitment process adopted by eHealth NSW is described [here](https://nswhealth.sharepoint.com/sites/EHNSW-EMPLOYMENT/SitePages/Recruitment-process.aspx). In addition, there are a few tools that can assist you in applying for specific roles:

* [**The Public Service Commission’s Capability Discovery Tool.**](https://www.psc.nsw.gov.au/workforce-management/capability-framework/capability-framework-resources-index/capability-discovery-tool)

Every position within eHealth will have been assessed to determine which capabilities under the Public Service Capability Framework (PSCF) are essential to complete the role. This can be found under the ‘Capabilities for the Role’ section of the Role Description. The Public Service Commission’s Capability Discovery Tool will let you assess your current capabilities within the Framework against the required capabilities for the role, and will provide recommended development and thinking points for you to challenge yourself and improve on specific areas.

* [**Skills Framework for the Information Age (SFIA) Self Assessment**](https://personal.skillstx.com/)

In addition to the PCSF, eHealth NSW also uses SFIA to enhance the IT competencies required for our positions. The above link will take you to a Self-Assessment tool which will allow you to reflect on your current capabilities compared to those required for current and future roles. The link above will take you to website by SkillsTX, who is our provider for SFIA.

* **Talk to your supervisor.**

They know how your work, as well as your personal strengths and weaknesses, and can provide tailored advice.

* **My Health Learning short courses.**

There are many options within MHL that may help you prepare to apply for a role or sit an interview. This could be refresher courses on the capability requirements, or to reinforce effective strategies to use in an interview. Some examples include:

* + Perform better at interview (Course Code 276239166)
	+ Easy guide to writing (Course Code 40165467, approx. 20-30 minutes)
	+ Positive psychology: Work with others using a strengths-focused lens (Course Code 386641391, approx. 5 minutes)
	+ .Tapping into Emotional Intelligence (Course Code 301919328, approx. 10 minutes)
* **Other resources:**
	+ [Writing your application](https://iworkfor.nsw.gov.au/writing-your-application) by I Work for NSW
	+ [The Application Process](https://www.psc.nsw.gov.au/the-application-process) by the Public Service Commission
	+ Our [Employee Assistance Program](https://nswhealth.sharepoint.com/sites/EHNSW-EMPLOYMENT/SitePages/EAP.aspx) provider, Converge International has a Career Assist stream which can assist you with career development and planning, resume writing, interview skills and vocational counselling. This is a free and confidential serviceand more information is provided at the end of this document.

## Is there a possibility as part of consultation for employees to have input into the new role descriptions, or are they already set in stone and outside of the consultation?

The role descriptions have been shared. You are welcome to review them and provide any feedback you have. As was mentioned in the staff briefing on 23rd of May, we appreciate any feedback you may have which we will take into consideration before any final approvals and changes are made.

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