

Proposed Restructure Plan

Organisational Development and Wellbeing

People and Culture Directorate

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1. Introduction

- ISLHD’s People and Culture Directorate has undergone a three phase restructure as a result of the broader Organisational Redesign project
- Phase 1 established the People and Culture Directorate as a stand alone directorate in July 2023
- Phase 2 established the Recruitment and Employee Services function in February 2024
- Phase 3 scope focussed on Workforce Support and Workforce Relations functions and came into effect in July 2024.
- It aimed to create a sustainable, best practice embedded business partner model, supported by centralised teams delivering specialist People and Culture functions in operating models that are efficient and innovative
- It also realigned the Workforce Development and Workforce Analysis and Reporting teams under the Organisational Development and Wellbeing portfolio

2. Reason for the Restructure

- The proposed restructure aligns to changes in the ISLHD structure as part of the Organisation Design project and considers other influences including:
 - NSW Health People and Culture for Future Health project
 - Review of other LHD People and Culture structures
 - Feedback obtained via internal consultation within the Organisational Development and Wellbeing team over the past 6 months
- The Organisational Development Manager role has been filled via internal secondment for the past 12 months following unsuccessful recruitment activities.
- The current secondee to that role is the substantive position holder of the Workforce Development Manager role – which has remained vacant since February 2024
- Under the proposed model, the Workforce Development team will be re-named the Talent and Leadership team, reflecting its true purpose and remit.
- The talent management and succession planning portfolios that currently sit with the Organisational Development Manager would transfer to this new team
- To provide strong leadership to this team, it is proposed that the current Workforce Development Manager role (HM3) is modified and regraded. The re-graded role would be titled Senior Manager – Leadership and Talent and graded at HM4.
- The grading of this role reflects its intent, and brings it into alignment with other Senior Manager roles within the People and Culture directorate, and across the state
- The Student Engagement portfolio would move into the Leadership and Talent portfolio, aligning with broader talent development initiatives

- A new ongoing role is proposed – Diversity and Wellbeing Coordinator – to support the Director Organisational Development and Wellbeing with initiatives relating to these portfolios
- The role of the Workforce Analyst & Resources Coordinator has changed significantly over recent years and the work within the role is no longer appropriate its current HM1 grade. As a result, it is proposed this role is deleted and replaced with a new role - Workforce Innovation & Communication Consultant – graded at HM2
- There are also proposed changes to the reporting line for the Workplace Behaviour role to the Director People Services. This reflects the focus of the role on supporting managers to prevent *and manage* instances of unacceptable workplace behaviour when they occur.

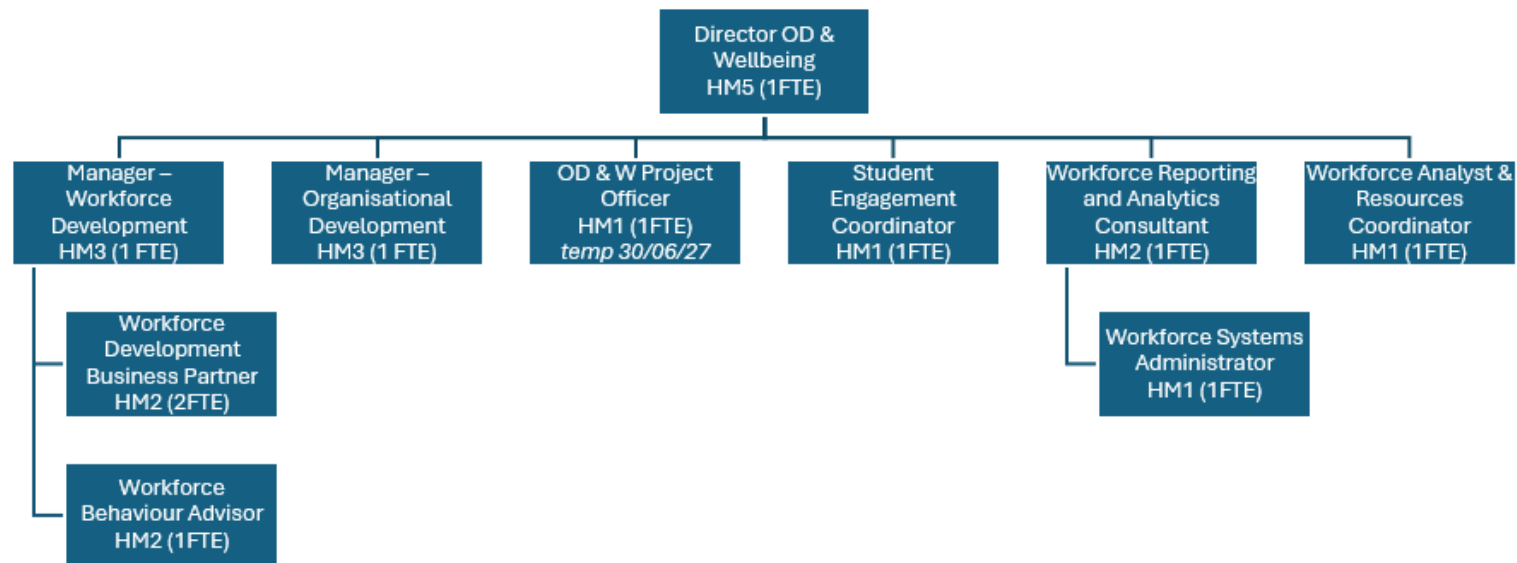
3. Benefits or Impacts of the Proposed Structure

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
Director – Organisational Development and Wellbeing (HM5)	<ul style="list-style-type: none"> • Modify scope 	<ul style="list-style-type: none"> • Remove workplace behaviour portfolio from scope of role
Manager – Organisational Development (HM3)	<ul style="list-style-type: none"> • Delete role 	<ul style="list-style-type: none"> • Multiple previous attempts to recruit to Manager – Organisational Development role were unsuccessful • Deletion of this role will fund other proposed changes within the team
Manager – Workforce Development (HM3)	<ul style="list-style-type: none"> • Regrade to Senior Manager – Leadership and Talent 	<ul style="list-style-type: none"> • Workforce Development team focuses on leadership and management development so new title aligns with that focus. • Including talent and succession planning within this role’s remit aligns with the functions of the team • Including student engagement further aligns with the team’s remit • Expanded responsibilities of this role are aligned to senior manager role grade (HM4) and to other Senior Manager roles within the People and Culture Directorate
Workforce Development Business Partner (HM2)	<ul style="list-style-type: none"> • Rename – Leadership and Talent Partner 	<ul style="list-style-type: none"> • Provides more clarity around purpose and scope of role
Student Engagement Coordinator (HM1)	<ul style="list-style-type: none"> • Changed reporting line from Director Organisational Development and Wellbeing to Senior Manager – Leadership and Talent 	<ul style="list-style-type: none"> • Reduce number of direct reports for Director Organisational Development & Wellbeing • Student engagement aligns to broader leadership and talent portfolio

Current Role/Function	Proposed Changes	Rationale for Changes & Benefits/Impacts on Services
Director – Organisational Development and Wellbeing (HM5)	<ul style="list-style-type: none"> • Modify scope 	<ul style="list-style-type: none"> • Remove workplace behaviour portfolio from scope of role
Organisational Development and Wellbeing Project Officer (HM1)	<ul style="list-style-type: none"> • Modify scope of role • Rename – Organisational Development and Wellbeing Coordinator 	<ul style="list-style-type: none"> • Reduce scope of role, aligning with creation of Diversity and Wellbeing Coordinator role
Diversity and Wellbeing Coordinator (HM1)	<ul style="list-style-type: none"> • New role 	<ul style="list-style-type: none"> • New role taking on key portfolios of Diversity and Wellbeing, which are key focus areas for the LHD
Workforce Analyst and Resource Coordinator (HM1)	<ul style="list-style-type: none"> • Regrade to HM2 • Rename - Workforce Innovation and Communication Consultant 	<ul style="list-style-type: none"> • Reflects change in nature of role and scope of works • Grading reflective of work currently being undertaken within role
Workplace Behaviour Advisor (HM2)	<ul style="list-style-type: none"> • Modify focus of role • Changed reporting line from Manager – Workforce Development to Director People Services 	<ul style="list-style-type: none"> • Position description updated to reflect focus of role • New reporting line reflects the focus on preventing and supporting managers to respond to instances of unacceptable workplace behaviour

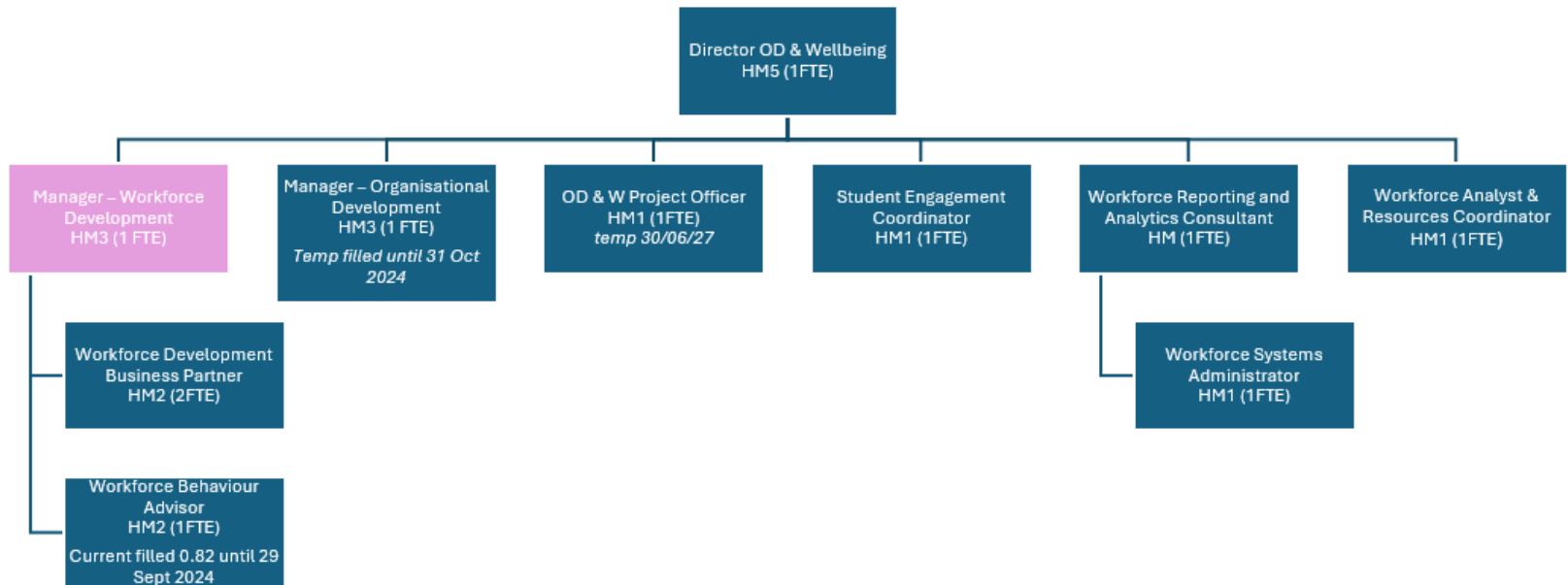
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4. Organisational Structure – Current State (establishment)

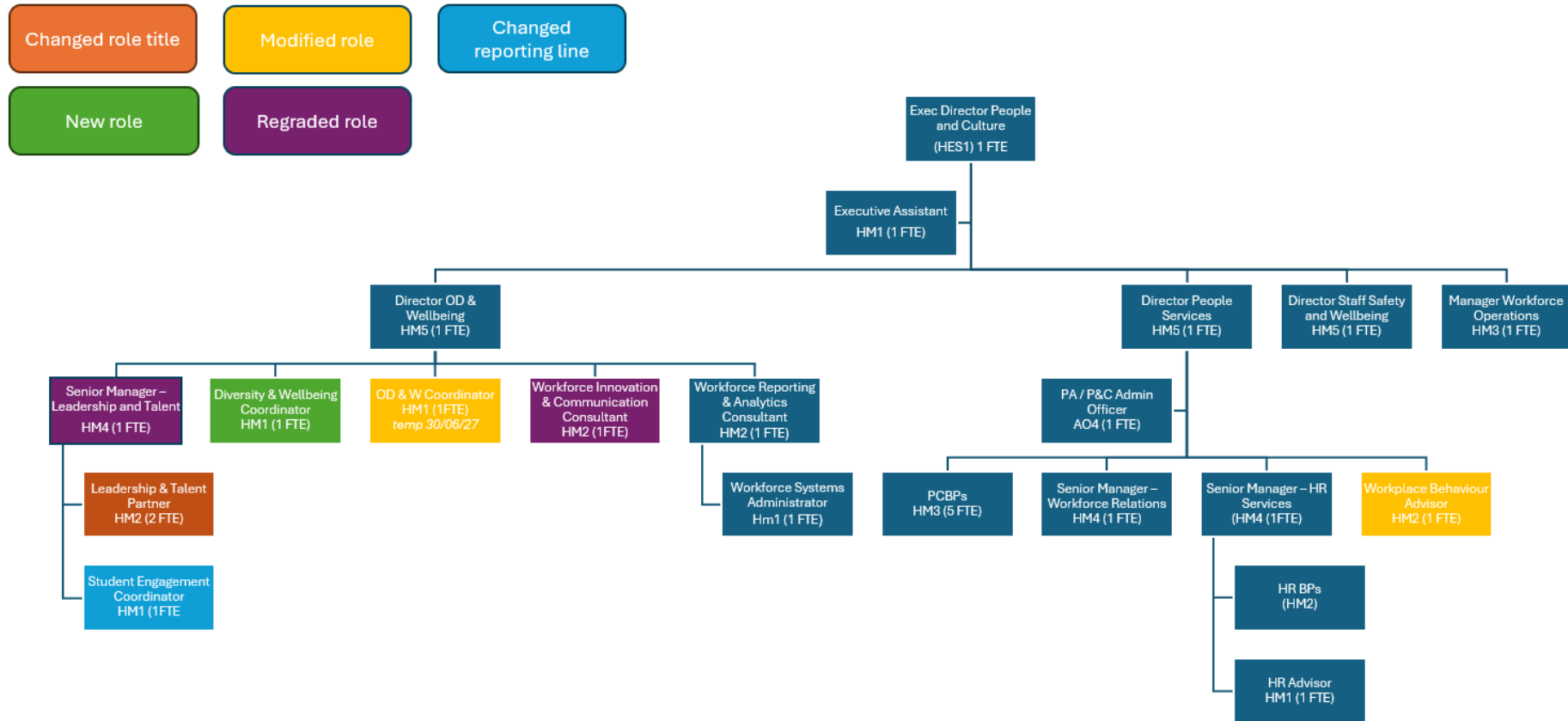


5. Organisational Structure – Current State (actual)

vacant



6. Organisational Structure – Proposed Future State



7. Number of Impacted Staff

a. It is proposed that the following position will be **DELETED**:

	Position Title	Grade	Line Manager	FTE
1.	Manager – Organisational Development	HM3	Director Organisational Development and Wellbeing	1
				1

b. It is proposed that the following positions will be **CREATED**:

	Position Title	Grade	Line Manager	FTE
1.	Diversity and Wellbeing Coordinator	HM1	Director Organisational Development and Wellbeing	1
				1

c. It is proposed that the following positions will be regraded and retitled:

	Position Title	Current Grade	Proposed Position Title	Proposed Grade	FTE
1	Workforce Analyst & Resources Coordinator	HM1	Workforce Innovation and Communication Consultant	HM2	1
2	Manager – Workforce Development	HM3	Senior Manager – Leadership and Talent	HM4	1
					2

d. It is proposed that the following positions will have minor changes to position description and a revised position title:

	Position Title	Proposed Position Title	FTE
1.	Organisational Development and Wellbeing Project Officer	Organisational Development and Wellbeing Coordinator	1
			1

e. It is proposed that the following positions will have minor changes to position description, a revised position title and a reporting line change:

	Position Title	Proposed Position Title	Current Line Manager	Proposed Line Manager	FTE
1.	Workforce Development Business Partner	Leadership and Talent Partner	Manager – Workforce Development	Senior Manager – Leadership and Talent *	2
					2

*Regraded role

f. It is proposed that the following position will have minor changes to position description and a reporting line change:

	Position Title	Current Line Manager	Proposed Line Manager	FTE
1.	Workforce Behaviour Advisor	Director Organisational Development and Wellbeing	Senior Manager – HR Services	1
				1

g. It is proposed that the following positions will have a reporting line change only

	Position Title	Current Line Manager	Line Manager	FTE
1.	Student Engagement Coordinator	Director Organisational Development and Wellbeing	Senior Manager, Leadership and Talent	1
				1

h. It is proposed that the following positions will have minor changes to position description only

	Position Title	Current Grade	FTE
1.	Director Organisational Development and Wellbeing	HM5	1
			1

i. It is proposed that the following positions will not be impacted as part of the restructure

Position Title	FTE
Workforce Reporting and Analytics Consultant	1
Workforce Systems Administrator	1
	2

8. Timetable for implementation

Action	Date
Impacted staff advised individually of proposed changes/restructure plan	1 October 2024
All communication email issued advising of proposed changes/restructure plan	1 October 2024
Unions formally advised of restructure plan for consultation with members	1 October 2024
Restructure Plan and proposed PDs provided to staff for consultation and feedback	1 October 2024
Meeting/s with union and members (if requested)	
Meetings with staff (weekly drop-in sessions)	
Consultation period closes (two weeks) and confirmed in writing to staff and union	14 October 2024
New structure finalised taking account of feedback	16 October 2024
Meetings held with team to advise of feedback responses, final structure and next steps	16 October 2024
General communication to staff and key stakeholders of final structure and next steps	18 October 2024
New positions graded and established	1 November 2024
Vacant positions advertised as required and recruitment process undertaken	From 1 November 2024
Final Directorate organisational chart with named colleagues in roles issued	8 November 2024

NOTE: Dates are subject to change

9. Consultation with industrial organisations

Correspondence will be sent to the Health Services Union (HSU) to advise their members of the proposed restructure and consultation period. An invitation will be offered to meet with members if this is required.

10. Information sessions for staff

Staff information sessions will be held during the consultation period.

11. Possible effects on EEO Groups

Nil identified impacts

12. Counselling and Vocational Assistance for staff

All employees will be provided with support during the consultation and restructure process and will be provided with contact details for the Employee Assistance Program for counselling assistance.

13. Estimated staff redeployment

Nil