

People and Culture for Future Health (PCFH)

The PCFH review & reason for change

The People and Culture for Future Health (PCFH) review in 2022/23 highlighted a high level of duplication, inconsistent practice, and an uneven distribution of resources. It revealed an opportunity for NSW Health to transform and modernise the delivery of People and Culture services. Given the co-location of many of the health entities since the establishment of 1 Reserve Road (1RR), a deeper look into the P&C services was warranted to determine alternate P&C service provision models. Several proposed models were configured and included in the PCFH Final Report. This change initiative aligns with broader transformation work in the Pillar support services that is now commencing focused on a review of corporate services and Information Communication Technology for Pillar agencies.

Proposed P&C model for Pillar Organisations

It is proposed that all five pillar organisations are serviced by HSNSW. The HSNSW People and Culture team would be renamed People and Culture HealthShare NSW and Pillars to reflect the integration of services, led by the Director People and Culture HealthShare NSW and Pillars (currently Director People and Culture HealthShare NSW). Each Pillar organisation has a unique workforce, and it is important that the future P&C operating model delivers service with a comprehensive understanding of the workforce and business imperatives of each organisation.

The proposed model introduces two HM6 People and Culture Business Partners (PCBPs), supported by two HM5 PCBPs. The HM6 PCBPs report directly to the HSNSW + Pillars Director People and Culture (Band 1), with a strong link to the Pillar Chief Executives. The PCBP roles will act as a strategic partner for the Pillar Chief Executive, which brokers services from the wider HSNSW+ Pillar people and culture team. These roles are further supported by two Recruitment Partners for the Pillar organisations who are integrated into the HSNSW + Pillar People and Culture recruitment team. Figure 1 provides a pictorial overview.

Benefits:

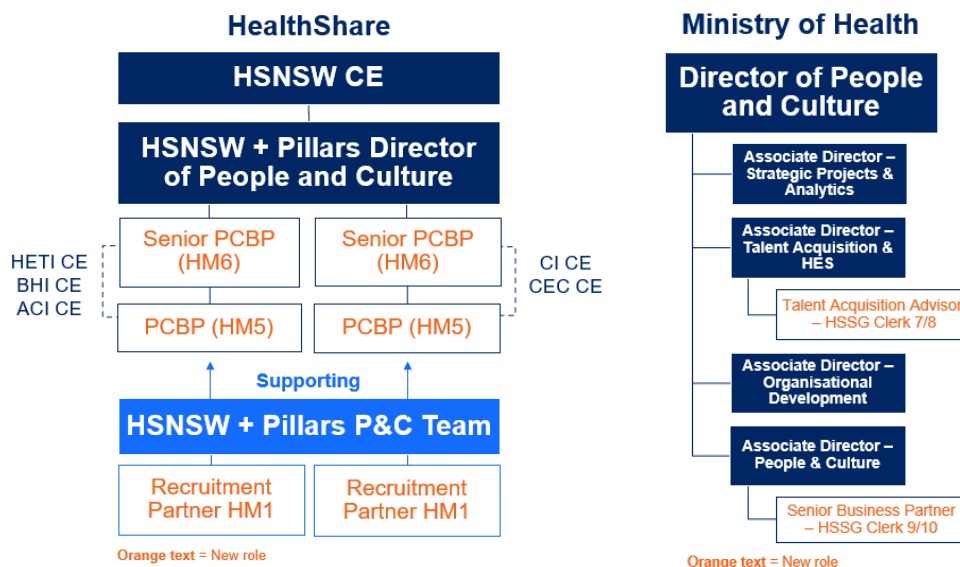
The opportunity from this model is to create a scalable, full-service People and Culture function for the Pillar organisations such that staff are supported across the full lifecycle of their employee journey. It leverages the existing partnership between HSNSW and the Pillar agencies for the delivery of people and culture services and builds on the foundation of HSNSW's current service delivery and insights into the workforce needs of the Pillar agencies.

Proposed changes to People and Culture services for HSSG

HSSG staff are currently supported by the HSNSW – People services, Health Agencies team who provide a range of HR and recruitment services to HSSG and the Pillar Agencies. Under the proposed change, the work of HSSG would transition to Ministry of Health systems and processes.

It is proposed two full time P&C resources a HR Senior Business Partner and Talent and Acquisition Advisor (Recruitment) would be transitioned to the Ministry of Health to assist with the additional workload. Figure 1 provides a pictorial overview of the structure.

Figure 1: Proposed P&C model for Pillar organisations and HSSG



Benefits:

For managers and directors in the Ministry who have a combination of HSSG and Ministry employed staff, the current arrangement requires them to use two different rostering methods and work with two different P&C teams for recruitment and Human Resources support. The opportunity from the proposed model is to bring into alignment all staff working for the Ministry of Health.

Opportunities:

The proposed changes are planned to be implemented over a six-month period, allowing for significant recruitment, including matching employees at the same salary level as the previous position held, for which they possess the required skills and qualifications and opportunities for ongoing employees to apply for more senior roles. There will also be opportunities for temporary or contract staff to apply for ongoing roles (via external advertisements).

Communication Strategy

The change process applied will be consistent with requirements of PD2012_021 *Managing Excess Staff of NSW Health Service*. The communication strategy comprises:

- 1:1 meeting with lead P&C roles
- Formal presentation and meetings with all affected staff by Agency
- Individual face to face consultation on request and for affected staff
- A period to provide feedback on the proposed structure
- FAQ sheets
- Open channels of communication including general email box

For further information please contact:

Christine Tait Lees, Project Director, People and Culture Future Health

Email: christine.taitlees@health.nsw.gov.au

Phone: 0430 375 330