

Our Ref: H2024/33823

Mr Gerard Hayes
Secretary
Health Services Union
Locked Bag 3
Australia Square NSW 1215

Via mail: gerard.hayes@hsu.asn.au

Dear Mr Hayes

People and Culture services to Pillar Organisations

On 21 September 2022, Mr Richard Griffiths, Executive Director Workforce Planning and Talent Development, wrote to inform you about the NSW Ministry of Health's review of capability, functions, and structures of the people and culture services across the portfolio (Our Ref: H2022/0084893). The outcomes of the review, known as People and Culture for Future Health (PCFH), aim to ensure that health agencies have the right capability to enable future directions, strategies and achievement of action plans outlined in the Future Health Strategy and Health Workforce Plan 2022-2032.

The PCFH review concluded in July 2023. It highlighted variation in the functions and structures of People and Culture teams across NSW Health and a high level of duplication, coupled with inconsistent practice. It revealed an opportunity for NSW Health to transform and modernise the delivery of People and Culture services and address pain points raised by staff.

One of the recommendations was to transform the people and culture services delivered in the co-located organisations of 1 Reserve Road, commencing with Pillar agencies. This recommendation aligns with the broader transformation work which has commenced in the Pillar support services, focused on a review of corporate services and information technology.

Each Pillar, Clinical Excellence Commission, Agency for Clinical Innovation, Bureau of Health Information, Cancer Institute NSW and the Health Education and Training Institute has a unique workforce and unique workforce challenges.

Each Pillar is generally small and mature and were noted in the PCFH review to have higher ratios of people and culture (P&C) full time equivalent (FTE) staff per workforce than other Health Agencies.

The PCFH review found that this creates an opportunity to consolidate and develop a scalable and holistic people and culture function for the Pillars, such that the staff are well-supported across the full lifecycle of their employee journey.

A model has therefore been developed for consultation that leverages the existing partnership between HealthShare NSW (HSNSW) and the Pillar agencies for the delivery of future P&C services. It proposes that a strategic P&C business partner model is introduced into the HSNSW structure for each Pillar agency, that will closely partner with Pillar Chief Executives to deliver services from the wider HSNSW people and culture team.

The proposed model is built on the foundation of HSNSW's current service delivery and insights into the workforce needs of the Pillars. HSNSW's established relationships and its

comprehensive P&C expertise means its well positioned to provide these services. This strategy leverages existing strengths to achieve greater efficiency.

The new proposal intends to expand the current HSNSW P&C team. Each Pillar would be serviced by a P&C Business Partner (PCBP), who would in turn partner with the “P&C HealthShare NSW and Pillars” team to deliver a holistic P&C service.

The business proposal includes the following: **(Proposed Model and Structure Attached)**

- Creation of a Senior PCBP HM6 role (x2 FTE) who will report directly to the Director, People and Culture
- Creation of PCBP HM5 role (x2 FTE)
- Team Leader, Recruitment for Pillar Agencies HM2 role (x1 FTE) will be deleted
- Transition the role of current Recruitment Business Partner HM1 to Recruitment Partner HM1 (x1 FTE)
- Creation of additional Recruitment Partner HM1 (x1 FTE)
- Deletion of HR Business Partner HM3 (x1 FTE)
- Deletion of Pillar People and Culture teams (x15 FTE indicative)

Health System Support Group (HSSG) staff are currently supported by the HSNSW *People Services, Health Agencies* team who provide a range of Human Resources (HR) and recruitment services to HSSG and the Pillar agencies. Under the proposal, HSSG service provision would transition to Ministry of Health. Investment of two senior PCBPs and a recruitment resource would be provided to assist with this transition of services.

Proposed changes will include:

- Creation of Senior PCBP Crown Clerk Grade 9/10 (x1 FTE)
- Transition of Recruitment Business Partner HM1 (x1 FTE) to Talent Acquisition Advisor Crown Clerk Grade 7/8 (x1 FTE)
- Deletion of HR Business Partner HM3 (x2 FTE)
- Deletion of Senior Project Officer HM2 (x1 FTE)

Consultation on these changes has now commenced and we welcome input from the HSU on or before 17 May 2024. Staff will be provided with a two-week consultation period to provide us with their feedback, which would be due by 17 May 2024.

The process as per the Policy Directive 2012_021 Managing Excess Staff of the NSW Health Services will be followed.

Attached is an information package which includes the proposed structure relevant to the business unit. For more information on the above, please contact Ms Christine Tait Lees, Project Director on 0430 375 330 or via email on christine.taitlees@health.nsw.gov.au.

Yours sincerely,



Ms Desiree Blackett
A/Executive Director
Workforce Planning and Talent Development

Date: 17/04/2024