

Version 1, 22 February 2024

Proposed Digital Infrastructure Services Restructure – 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.

1. The proposal

1.1 What is changing?

We are commencing consultation with staff for the proposed restructure of the Digital Infrastructure Services (DIS) group within Technology Services (TS). If approved, the restructure will see DIS transitioning towards agile product teams which will greatly amplify the value that eHealth NSW can provide to its clients and customers. The proposed re-structure will mean that the agile product teams actively engage with our customers, and swiftly adapt to evolving requirements. These teams will prioritise the development of features and capabilities, deliver incremental technological solutions that will closely align with our customer expectations, all while effectively managing solution costs.

In addition, the capability management stream will be implemented within DIS, which is expected to enhance the employee experience through dedicated resources to focus on individual management and development.

For individual employees, there may be a change to your reporting line, role description, role title or employment status. These changes will be explained broadly in staff briefing sessions, however we invite you to reach out to Paul Moulston, Group Manager – DIS, or Leanne Tipping, HR Business Partner if you wish to discuss how the proposal would impact on your personal position.

1.2 Why are we doing this?

Digital Infrastructure Services support the transition to the cloud with more than 7500 servers, over 14,000 databases spanning various platforms, and effectively handle 7 peta bytes of storage data. There are 20,000 daily backups, totalling approximately 190 peta bytes, carried out across multiple platforms and technologies.

To comply with the NSW Government Cloud First Policy, Digital Infrastructure Services (DIS) must evolve and adapt, while maintaining continuity and existing service levels. This entails managing and providing support for platforms across a spectrum of hosted computing services, both on-premises and within third-party cloud services such as Amazon Web Services and Microsoft Azure.

While the current structure of the Digital Infrastructure Group is functional, it is not sustainable in its current form and as such the realignment also aims to:

- improve the employee life cycle for staff to enable capability managers to focus on employment, wellbeing, development, and performance.

- offer both a capability and a product stream to clarify accountability and provide opportunities for staff.
- increase the opportunity for staff to receive technical mentoring and stretch on-the-job training via product specialists.
- product managers dedicated to the product, its lifecycle, and how it aligns and meets the needs of customers and will lead the product development process.
- have a strategic structure to provide better outcomes and services for our customers.
- Provide an overall cost saving.

1.3 Who is impacted?

Employees within the DIS group will be impacted by the restructure.

1.4 What does this mean for me?

Should the proposal be approved after the consultation period, majority of Permanent Full Time and Full Time Exempt employees will be transitioned to the new structure, on new role descriptions. You can expect to receive a new contract of employment and role description issued via the ROB system.

Current Contingent Worker contracts will be ceased as permanent roles are filled, however all staff will have multiple opportunities to apply for the new roles created as part of the restructure.

A small number of employees will be declared affected should the proposal be approved. These employees have been advised individually. These employees will be managed in accordance with the [Managing Excess Staff of the NSW Health Service \(PD2012_021\)](#) and the Premier's Department [Workforce Mobility Placement Program](#).

1.5 Why are our positions being moved to the Health Managers (State) Award?

Consistent with the One eHealth Operating Model, we have has been moving to a more consistent approach evaluating our role through developing generic role descriptions and a focus on capabilities. While there is still a place for highly specialised roles to fall under the Computer Staff (State) Award, the Health Manager Award provides more flexibility in mixing the technical and non-technical skills required by eHealth NSW for many of its roles. This reflects modern changes in the public sector and allows us to emphasise the importance of humanistic capabilities required for customer centricity and improved mobility and career progression opportunities within the organisation.

2. My employment and salary

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

No, under policy and legislation staff cannot be matched to roles higher than their substantive role. As there are roles at higher grades in the proposed structure than in the existing structure, we encourage all staff within the team to apply for any position that interests them at a higher level as you cannot receive a promotion from matching process.

2.2 Will my salary be maintained?

Generally, yes. It is not our intent to disadvantage employees with regards to their salary. When matching employees to new positions in the proposed structure, you will be transitioned retaining your current grade and salary.

Once we have transitioned to the new structure, 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.

2.3 Am I able to, or am I expected to, negotiate my salary in the new structure?

If you are a current permanent full-time employee who will be matched to a new position, your salary will remain the same.

For our proposed new positions on the Health Manager (State) Award, 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 (i.e. when closing out your PAT). This is in accordance with the [Health Manager Salary Management Procedure](#).

If you are applying for a new position in the proposed restructure, you will be able to negotiate your commencing salary for the new position with the relevant 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](#).

2.4 How do performance increases work under the Health Manager Award, and how does eHealth ensure increases are fairly considered?

The [Health Manager Salary Management Procedure](#) outlines the approval process for the commencing salary and salary increases for eHealth NSW employees hired as Health Managers.

In response to feedback received from Managers, the People & Culture team have drafted a Salary increments [guidelines](#) to support managers and ensure consistent and equitable recommendations for pay increase relating to performance review of employees under the Health Manager Award. While the guideline is not mandatory, it is designed to be used as an additional tool.

Performance recommendations and subsequent salary increases are considered across multiple levels of management, with the salary increases ultimately approved by the Executive Director. This ensures that a consistent approach to salary increases is applied to all staff to ensure equity and fairness.

2.5 I am still in the process and waiting for permanent residency. Will this meet the requirement if successful for a permanent position?

If you have not yet obtained permanent residency by the time positions are offered, you will not be able to be employed on a permanent basis. If you are rated suitable for a position, we may be able to employ you on a temporary basis until your residency status is finalised.

2.6 I am currently Full-Time Exempt. If I am successful for a position that is the same grade, will my salary be the same, increase or decrease?

This will depend on your current salary and the grade of the position. We will be negotiating salaries on a case by case basis when offering the roles to the successful candidates.

2.7 I am Full Time Exempt and will be on leave when the recruitment is expected to occur. does this mean I will be coming back to no job?

We will continue to provide information as the project progresses on when jobs will be advertised. If you are going to be on leave when a job you are interested in is advertised, you should provide us with contact information where we can keep you informed during your leave. You will still need to submit an application during the advertisement period for a position. If you are unavailable for interviews, we will consider options to accommodate this to ensure that you don't miss out.

3. The Process

3.1 What happens after the consultation period closes?

The first thing that will be done at the end of consultation is for the relevant Management and HR teams to review the consolidated feedback, suggestions and questions received from staff. These will be reviewed to assess whether any amendments need to be made to the proposal before resubmitting it to the authorised delegate for approval.

Once approved, some administrative tasks need to be coordinated, such as creating new position numbers in Staff Link and setting up hierarchies in HealthRoster etc. Once this has been done, staff that are to be matched to a role in the new structure will be allocated to that role via the ROB system. This will mean you can expect to receive a new employment contract and be formally issued with your new role description.

For those staff that cannot be matched, we will follow the processes outlined in the [Managing Excess Staff of the NSW Health Service \(PD2012_021\)](#) and the Premier's Department [Workforce Mobility Placement Program](#). Management and the relevant HR Business Partner will work with and support these staff members throughout the affected staff process.

3.2 I am interested in another role in the new structure. When will it be advertised?

Any role that is not filled via the matching process will be advertised and filled via a merit selection process pursuant to the [Recruitment and Selection of Staff to the NSW Health Service](#).

PD2023_024. Staff will be notified when roles are to be advertised, however recruitment will not commence until *after* the matching process has been completed.

3.3 Will there be any Voluntary Redundancies offered?

As noted above, there are two employees who will be declared affected should the proposal be approved. eHealth is committed to complying with all requirements in the [Managing Excess Staff of the NSW Health Service \(PD2012_021\)](#) and the Premier's Department [Workforce Mobility Placement Program](#), including offering Voluntary Redundancies for employees who progress from affected to excess.

There will however be no voluntary redundancy program or expressions of interest for redundancies.

3.4 When can a staff member be declared excess?

An affected staff member will not be declared Excess until all suitable vacant positions within the new structure are filled. Allocation to a temporary position may delay being classified as excess. This is in accordance with the *Managing Excess Staff of the NSW Health Service PD2012_021*.

In addition, this year the Public Service Commission has introduced a new [NSW Government Workforce Mobility Placement Policy](#). Any affected staff member will be subject to this process prior to being declared excess. If you have further questions about this process, please contact Leanne Tipping, HR Business Partner.

3.5 I am currently on leave/overseas, will that affect my application if I apply for a position?

No. We recommend that you advise Paul Moulston 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.

3.6 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 Senior Product Owner and Capability Manager roles, then the Product Owner roles, before moving onto the Engineering roles. You are welcome to apply for as many roles as you wish.

3.7 Will positions be advertised externally or internally?

All roles will be advertised both internally and externally.

4. Consultation

4.1 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 employees 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.

Consultation opens formally on 22 February 2024, and is scheduled to close at 5pm on 7 March 2024.

4.2 How can I provide my feedback on this change?

Suggestions and feedback on the proposed structure, role descriptions or change process are encouraged during the consultation period using the following means:

- live during our staff briefings
- during 1:1s with managers/leaders
- by speaking with their Union delegate
- by emailing their manager or HR Business Partner directly.

We are happy to accept your questions, opinions and thoughts in whichever way you are most comfortable. The important thing is for you to let us know your questions and ideas so that together, we can come up with the best possible outcome for our business, our products, our customers, and most importantly our staff!

4.3 I'm interested in applying for a higher grade role, but its been a long time since I last had to go through an application/interview process. What support is available to help me?

We understand that many of you may not have applied for a role in many years, and for some the thought of submitting an application or expression of interest may be a daunting prospect. For information about the role please refer to the role description or talk to the management teams within Technology Services or Clinical Application Services. If you would like information or support in applying for roles please utilise the resources here, or contact People and Culture to talk to a HR Business Partner or Talent Acquisition Advisor.

- 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 \(EAP\) \(sharepoint.com\)](#). 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](#) to access the Capability Application Tool.
- The SFIA capability framework provides similar self-assessment tools and guidelines. [Click here](#) to access additional support for navigating and understanding SFIA when considering roles and applications.

4.4 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](#). In addition, there are a number of tools that can assist you in applying for specific roles:

- **[The Public Service Commission's 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](#)**
In addition to the PSCF, 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](#) by I Work for NSW
 - [The Application Process](#) by the Public Service Commission
 - Our [Employee Assistance Program](#) 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 services, with more information is provided at the end of this document.

Care Made Real
Career Assist



The Converge International Employee Assistance Program (EAP) can support you to navigate the changing world of work and to identify and achieve your career goals.

Career Assist is provided independently to your organisation.

It's focused on providing you with support across workplace and personal issues through short-term career focused counselling, coaching and advice.

Your consultant is focused on supporting you to make informed decisions and to prepare for the next stage of your career. **Career Assist** is here for you when:

- you are looking for clarity around your next career step and would like impartial support to identify future job options and opportunities
- you are experiencing major change in your personal or professional life prompting re-evaluation of your career goals and priorities
- you would benefit from speaking with an independent person about your current or future career plans.



Your **Career Assist** is:



A confidential service



Available to all employees

Details of your discussion will not be shared with your manager or workplace. You can read our Privacy Policy on our website.

To make an appointment to speak with a Converge International counsellor:

Call **1300 OUR EAP (1300 687 327)** (Aus)
0800 666 367 (NZ) | **+613 8620 5300** (Intl)

Visit **www.convergeinternational.com.au** to access our Live Chat service or book.

Download our **Converge App** to connect with us through the Appointment Icon.

CONTACT OR MORE INFORMATION

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