



Restructure Plan

People & Culture Directorate
Recruitment & Employee Services

V0.1

October 2023

Restructure Plan

1. Reason for proposed restructure

- It has been seven years since ISLHD has formally reviewed its organisational structure.
- In late 2022, Ernst and Young undertook a review of the ISLHD senior management structure to ensure roles and responsibilities aligned to meet the evolving needs of the District.
- During January 2023 the Core Executive Team reviewed the recommendations and together worked through which elements might be applicable for ISLHD, and which might need some refinement to drive forward a transformation for ISLHD.
- Both anecdotal feedback and the PMES results across the District indicated opportunities to improve clarity of people's roles and responsibilities; there was also feedback that there was role overlap and confusion about accountabilities and decision-making authority.
- In April 2023 formal consultation was undertaken in relation to Phase 1 of the Organisation Design Project.
- **Phase 1 scope** delivered a dedicated People & Culture Directorate by dissolving the Strategic Improvement Programs (SIP) Directorate and:
 - Repurposing the Executive Director SIP as Executive Director People & Culture
 - Retaining the following positions:
 - Director Workforce Relations & Development
 - Director Staff Safety & Recovery
 - Director Organisational Development & Wellbeing
 - Executive Assistant
- Changing the reporting lines for the following roles to the People and Culture Directorate as part of Embedded Business Partner Model, with the existing Position Description and Job title unchanged for Phase 1:
 - Workforce Support Managers, Coordinators and Officers to People & Culture Directorate under Workforce Relations and Development
 - Safety Advisors and Manual Handling Coordinator to move to People and Culture under Staff Safety and Recovery
 - Culture Improvement Manager (currently in ICMHPIP) under the Director Organisational Development and Wellbeing

2. Phase 2 Scope – Recruitment & Employee Services

- It has been 9 years since the Workforce Support Officer (WSO) function was decentralised under the Leadership and Governance Framework.
- These positions are critical enablers and support managers to process recruitment, establishment and staff changes.
- In the preceding years there have been ongoing concerns raised about the role in terms of the increasing workload, lack of leave coverage, turnover, training and support for new staff, inconsistent practices/advice and delays in processing.
- Furthermore concerns have been raised by Senior management regarding the level of recruitment support managers receive and the time taken to recruit and onboard staff.
- Over the previous 2 years, the job market for health professions has become increasingly competitive.

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- The Pandemic, Boarder closures, the ageing workforce and the great resignation have placed additional pressure on the District to source and recruit staff quickly as job opportunities outweigh available candidates.
- The redevelopment of Shoalhaven Hospital and opening of the new Shellharbour Hospital in the coming years will put further pressure on the District to source and fill vacancies.
- Our current structure is not equipped or set up to be able to meet these demands.

3. Benefits or likely impact Phase 2

- The proposed structure addresses the key concerns raised above and will allow ISLHD to focus on developing and implementing innovative strategic recruitment initiatives to position itself as an Employer of Choice.
- The creation of one centralised Recruitment and Employee Services team managed by a Team Leader will ensure ISLHD has a high functioning, high performing team able to adapt and support the district moving forward.
- The changing of reporting lines will free up Workforce Support Managers (WSMs) to work with their Executive teams to develop and implement strategies that will have a direct impact on improving the engagement and performance of their workforce.
- The creation of a Team Leader position is critical to ensuring the team is led by an expert in the field who can provide guidance, training and support to the team and have oversight of the work coming in.
- The creation of the Recruitment Business Partners will ensure there are dedicated resources to develop and implement recruitment strategies and partner with Managers to fill their vacancies.
- Creating more Recruitment and Employee Services Officers (RES Officers) will allow for more support and engagement with key stakeholders including senior management, hiring managers and candidates.
- On a personal level, increasing the number of RES Officers will ensure that the wellbeing of the team is addressed, allow them to engage in more proactive and interesting work including developing capabilities around candidate experience and improve their satisfaction in the role.

4. Proposed Staff Change Impact

It is proposed that the following position is deleted:

	Position Title	Classification	FTE
1.	Workforce Support Officer (vacant)	Admin Officer Level 5 / 6	1 FTE

It is proposed that the following new positions are created:

	Position Title	Classification	FTE
1.	Team Leader	Health Manager Level 1	1 FTE

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It is proposed that the following positions have a changed reporting line and position title change (refer to proposed structure):

	Position Title	Classification	FTE
1.	Workforce Support Officer (to be retitled Recruitment & Employee Services Officer)	Admin Officer Level 5 / 6	6 FTE
2.	Admin Support Officer, Workforce Operations (to be retitled Establishment & Compliance Officer)	Admin Officer Level 5	1 FTE

It is proposed that the following position be retitled:

	Position Title	Classification	FTE
1.	Candidate Experience Officer to be retitled to Recruitment & Employee Services Officer	Admin Officer Level 5	2 FTE
2.	Rural Health Incentive Scheme Coordinator to be retitled to Recruitment & Employee Services Officer	Admin Officer Level 1	1 FTE

5. Current and proposed organisational charts

6.1 Current Structure

See Attached

6.2 Proposed Structure

See Attached

6. Current and proposed position descriptions

Existing position descriptions are attached.

New Position descriptions (attached) include:

- Recruitment and Employee Services Team Leader
- Recruitment and Employee Services Officer

Where required, these documents will be submitted to the ISLHD Grading Committee for review and assessment once the final structure has been confirmed following consultation.

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7. Proposed Timetable for implementation

Action	Date
Affected staff advised individually of proposed changes/restructure plan	11 Oct 2023
All team and stakeholders advised of the proposed changes/restructure plan	11 Oct 2023
Unions formally advised of restructure plan for consultation with members	11 Oct 2023
Restructure Plan and proposed PDs provided to staff for consultation feedback	11 Oct 2023
Meeting/s with union and members (if requested)	11 – 24 Oct 2023
Meetings with staff (weekly drop in sessions)	11 – 24 Oct 2023
Consultation period closes (two weeks)	24 Oct 2023
New structure finalised taking account of feedback	31 Oct 2023
Meetings held with affected staff to advise of final structure and next steps	1 Nov 2023
General Communication to staff and key stakeholders of feedback, final structure and next steps	1-3 Nov 2023
Affected staff advised formally in writing	NA
New position descriptions graded and established	From 1 Nov 2023
Affected staff assessed for suitability against new positions and mapped if appropriate	From 1 Nov 2023
Vacant positions advertised as required	From 1 Nov 2023
Final Directorate Organisation Chart with named colleagues in roles issued to the Team	From 1 Nov 2023
Excess staff managed in accordance with the Managing Excess Staff of the NSW Health Service PD2012_021	From 1 Nov 2023
Proposed effective date	8 Jan 2024

8. Consultation with industrial organisations

Health Service Union to be advised of the proposed restructure and invited to provide feedback during consultation period.

9. The availability of counselling and vocational assessment services for staff

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

10. Estimated number of staff likely to be redeployed and the number of voluntary redundancy packages that may be offered

Nil permanent staff will require redeployment or VR offers.