



Restructuring Plan

Workforce Operations & Workforce Development

September 2022

Restructuring Plan

1. Reason for the restructure

Given the workforce challenges facing the health sector now and in the future, ISLHD needs to position itself to be best placed to ensure it has the right people at the right time in the right place and with the right skills. The Workforce teams play a critical role in supporting this objective however, under the current structure, it is difficult to prioritise meaningful longer term workforce planning and program development when also responding to day-to-day operational demands.

For this reason, it is proposed that a separate team is established to focus on workforce strategy and planning. With the creation of this team, ISLHD will have capacity to undertake effective development and implementation of a workforce strategy and plan focussed on building workforce capability and capacity to meet the current and future needs. Led by the Director Workforce Strategy and Planning, the team will be responsible for the updating, monitoring and reporting of the ISLHD Workforce Strategy and programs relating to staff culture and wellbeing, workforce planning, talent management and diversity and inclusion.

The operational responsibilities of the Workforce Development team will be combined with the Workforce Operations and Workforce Relations portfolios reporting through to the Director Workforce Relations and Development. These responsibilities include but are not limited to:

- Delivering corporate orientation and induction;
- Coordinating recognition and reward programs;
- Administering mandatory training and other training through My Health Learning;
- Coordination, management and administration of Traineeships and Apprenticeships;
- Delivering Speak Up program to reduce unacceptable behaviour and improve workplace culture;
- Coordinating annual People Matter Employee Survey (PMES)*;
- Develop, publish and promote resources to support workforce initiatives;
- Facilitating leadership and manager development programs and initiatives;
- Delivery of training, coaching and facilitation services to support the implementation and evaluation of programs and initiatives aimed at building capability and improve individual, team and organisational performance.

The Workforce Development team will focus on delivering programs and initiatives to the business by collaborating and partnering with leaders, in particular Workforce Support Managers, to identify and assess the development needs of their workforce. The Workforce Development Manager will be a hands-on role, working with Workforce Development Business Partners and Workplace Behaviour Advisor to provide coaching, training, facilitation and advisory services to support the implementation and evaluation of programs and initiatives available within the District and in line with the ISLHD Strategic Plan and Workforce Strategy.

The Workforce Reporting and Analytics Consultant will report directly to the Director Workforce Relations and Development and lead a small team (Workforce Systems Administrator and Workforce Analyst and Resources Coordinator) to deliver services related to Workforce Development systems administration (LMS/PAT), workforce reporting and analytics, workforce resources and intranet development and maintenance. The team will respond to the varying business needs of the organisation and broader workforce team. This structure will allow for development opportunities, greater collaboration and coverage across these roles.

*NOTE: For clarity, the Workforce Strategy and Planning team will report on and utilise the PMES results to inform, recommend and monitor strategies to be adopted to improve employee engagement and workplace culture.

Restructuring Plan

2. Number of staff affected

All positions are located at Port Kembla Hospital Level 4.

The Director People & Culture has been repurposed to be the Director Workforce Strategy and Planning. It is proposed that the following positions will be deleted in order to create positions to support the Workforce Strategy and Planning function and consolidate existing functions:

	Position Title	Classification	FTE
1.	Senior Manager Workforce Development	HSM 4	1.0
2.	Workforce Development Consultant	HSM 2	3.0
3.	Professional Development Support Officer	AO5	1.0
TOTAL			5.0

It is proposed that the following positions will be established to support the new function and consolidate existing functions:

	Position Title	Classification	FTE
Workforce Strategy & Planning Team			
1.	Manager Organisational Development Strategy	HSM 3	1.0
Workforce Development Team			
2.	Manager Workforce Development	HSM 3	1.0
3.	Workforce Development Business Partner	HSM 2	2.0
Workforce Reporting & Analytics			
4.	Workforce Systems Administrator	HSM 1	1.0
TOTAL			5.0

The following title change:

- People Safety & Culture (PSC) Resource Coordinator to Workforce Analyst and Resources Coordinator based on recent updates to this position description.

The following changes to reporting lines are proposed:

- The Workplace Behaviour Advisor reporting to the Workforce Development Manager
- The Workforce Analyst / Resources Coordinator reporting to the Workforce Reporting & Analytics Consultant.
- The Workforce Reporting & Analytics Consultant reporting to the Director Workforce Relations & Development
- The Workforce Development Support Officer reporting to the Workforce Relations Coordinator and Executive Officer

The following position descriptions have been updated with minor changes:

- Workforce Reporting and Analytics Consultant
- Workplace Behaviour Advisor

3. Current and proposed organisational charts

3.1. Current Structure

See attached.

3.2. Proposed Structure

See attached.

Restructuring Plan

4. Current and proposed position descriptions

See attached.

5. Consultation

The Health Services Union (HSU) will be advised in writing of the proposed restructure and invited to provide feedback on behalf of their members. Affected staff will be advised of their status individually prior to the team being advised of the proposed restructure at a team meeting immediately following. A consultation period will be open for four weeks and will include weekly feedback meetings with staff and their representatives and individual meetings with Workforce Support representatives (if requested). Additional meetings may be requested if necessary.

Step	Action	Week commencing
1.	Affected staff advised individually	19/09/2022
2.	Team meeting held to advise of restructuring plan and consultation process	19/09/2022
3.	HSU advised of restructuring proposal for consultation with members	19/09/2022
4.	Consultation team meetings	Weekly
5.	Individual meetings (as requested)	As required
6.	Consultation period closes	14/10/2022
7.	New structure finalised taking account of feedback. Staff advised at team meeting	17/10/2022

6. Implementation

Implementation process to commence once consultation has been finalised and the final structure is approved and announced. It is intended that affected staff will be provided with the opportunity to be matched to positions within the new structure in the first instance.

Step	Action	Week commencing
1.	Affected staff advised in writing formally	17/10/2022
2.	Position descriptions finalised	17/10/2022
3.	Regrading applications submitted	17/10/2022
4.	Affected staff meet with Workforce Support to discuss preferences	24/10/2022
5.	Initial matching process against new positions	24/10/2022
6.	Where affected staff are not matched to positions, vacant positions advertised for recruitment	31/10/2022
7.	Affected staff matched to remaining positions	14/11/2022
8.	Excess staff managed in accordance with the <i>Managing Excess Staff of the NSW Health Service PD2012_021</i>	From Nov 2022

7. Possible effects on EEO groups

With a greater focus on diversity and inclusion initiatives within the new structure, the proposed restructure is likely to have a positive impact on EEO across the District.

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

All staff will be advised of the availability of counselling and vocational assistance services via the Employee Assistance Program provided by Converge International.

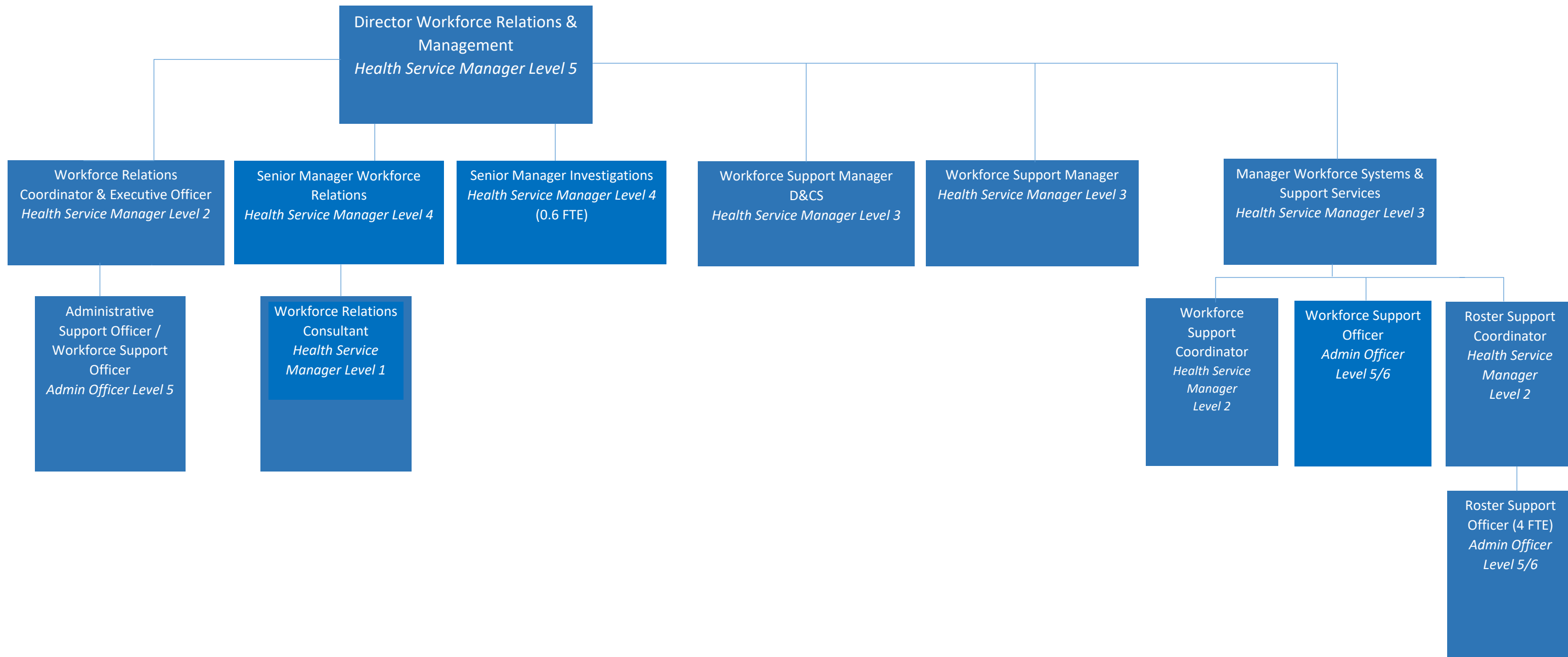
Restructuring Plan

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

Affected staff will be supported to be redeployed within the new structure or elsewhere within the District. VRs will only be offered where redeployment options are exhausted and staff are declared excess.

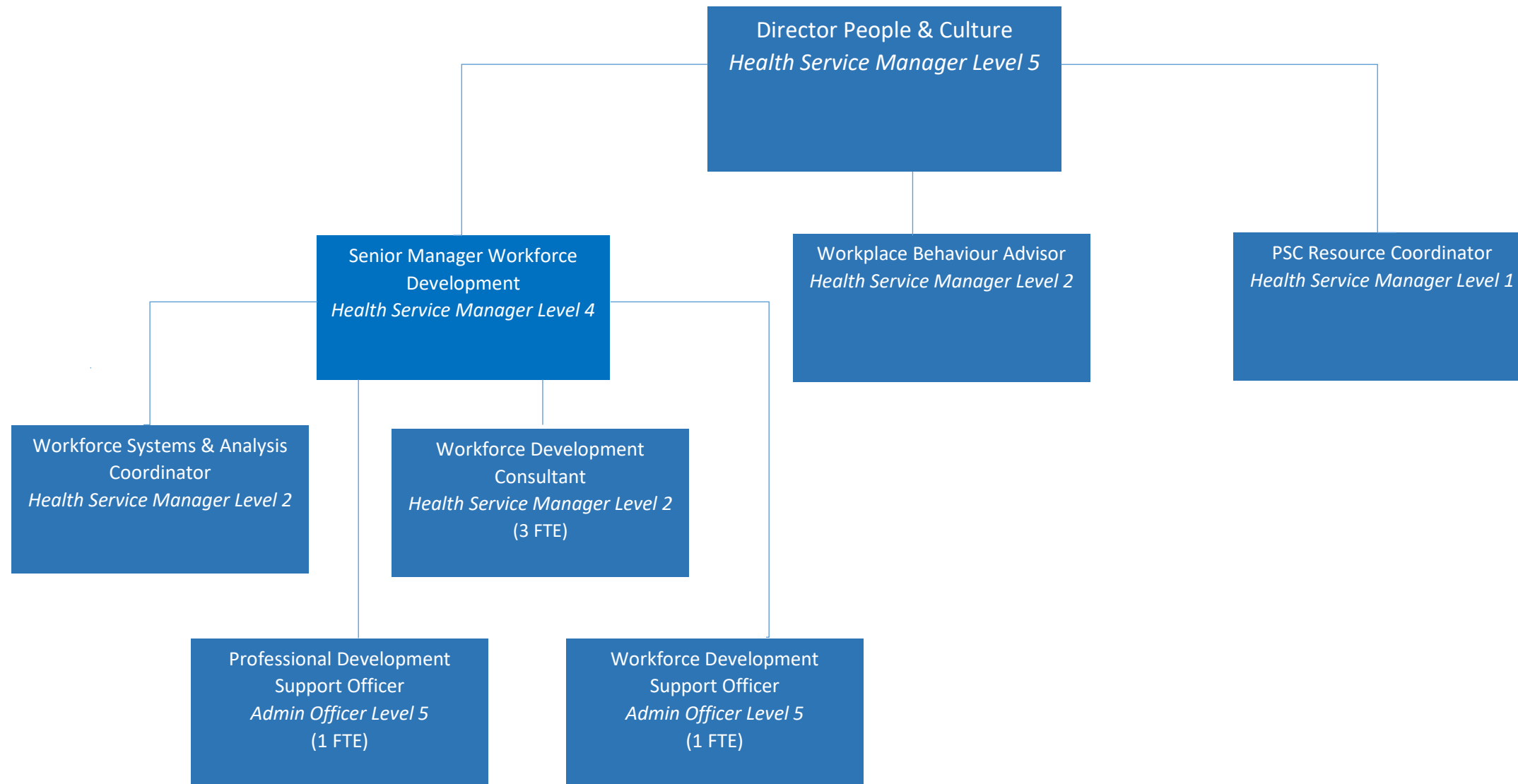
Current Structure: 2022

Workforce Operations

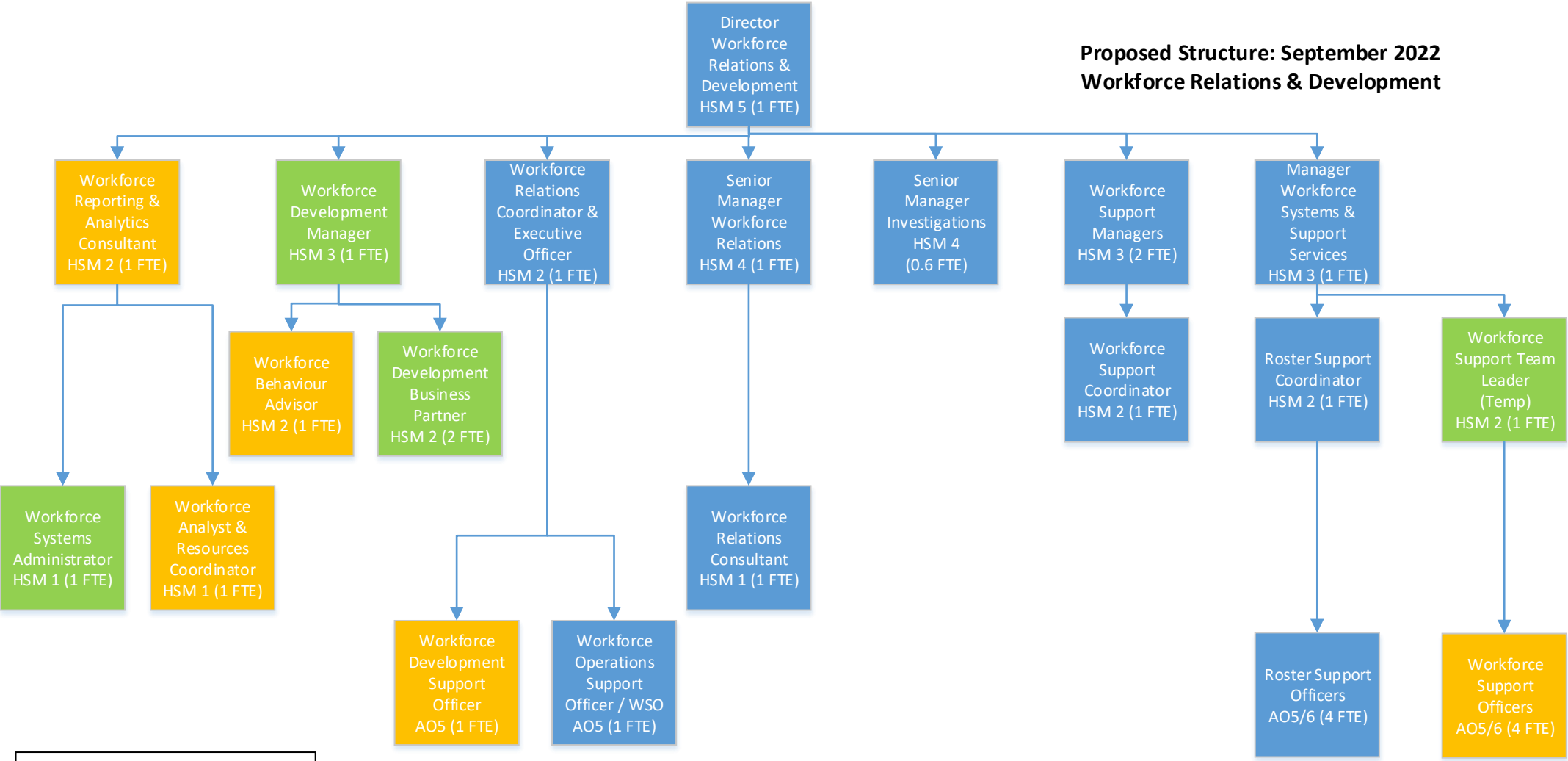


Current Structure: 2022

Workforce Development



**Proposed Structure: September 2022
Workforce Relations & Development**



No change to position
New position
Change in reporting line

Proposed Structure: September 2022
Workforce Strategy & Planning

Director Workforce
Strategy & Planning
HSM 5 (1 FTE)



Manager
Organisational
Development
Strategy
HSM 3 (1 FTE)

No change to position
New position