

Memo



Health
Northern Sydney
Local Health District

Trim Ref: NSHN/XX/
Doc No: NSHN/XX/

TO People and Culture - Employee Services Team

CC Tracey Taylor - Manager Employee Services

FROM Paula Williscroft – Director People and Culture

SUBJECT **Proposed Employee Services Restructure**

Dear colleagues

I am writing to you, following Chief Executive approval, and your recent meeting with Tracey Taylor, to commence two weeks formal consultation from the date of this memo until close of business 19 May 2021, regarding the proposed restructure of our Employee Services Team.

Firstly I want to take this opportunity to express my thanks and acknowledge the hard work and effort each one of you has contributed to this team, and for those who have been in the team during the last extremely challenging and busy 16 months, in particular.

Succession Planning

The current structure has limited pathways for progression for our staff, and does not support succession planning which negatively impacts retention. There is a large gap between the Manager (HM4) and the next occupied senior role (HM1).

The proposed structure provides an operating model that promotes increased support for the team, creates opportunities for development, management delegation, better workload distribution, stronger career pathways, removes single person dependency for expertise, and improves the overall retention (stabilising the service). This will be underpinned by the move to all budgeted positions being made permanent apart from the additional RN position.

Realigning Administration Grades

As Employee Services Officers rotate within the team, the skills and knowledge required to undertake the duties are more comparable to an Administration Officer Level 5/6. This decision is based on other Administration Officer roles within the District and their responsibilities compared to the classification. Additionally, a comparison was undertaken with other districts' recruitment teams with the majority graded at an Administration Officer Level 6.

Process to fill new positions

- Currently the HM3 position which had been previously approved prior to this restructure, is currently being advertised and will be filled under a merit based recruitment process.
- The restructure will be managed and governed under the NSLHD Restructure procedure PR_2014_016. Apart from the HM4 position, all staff will be affected by this restructure.
- An EOI process will be carried out for staff, so they will have an opportunity for a priority assessment for any of the new positions.

- This is then followed by the external advertisement of any remaining positions that are unfilled.

Proposed new structure

(please see attachment)

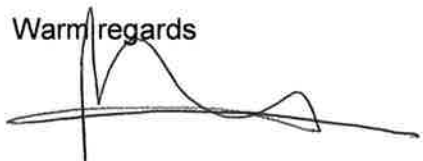
Current and Future Workload and demands on Employee Services

Currently, and as a result of the increase in demand throughout 2020 and 2021 from COVID related recruitment, the team are managing approximately 50% higher volumes of work. While this volume will settle as we move into 2022, it is very difficult to predict the medium term workload levels as they stabilise and it is prudent to consider this will not settle to previous levels, neither will this happen in the 2021 year. So while this proposed restructure is assuming some settling and re-baselining of workload we will need to review the effectiveness of this approach, at the 6 month stage once implemented.

If you have any questions, concerns or feedback you can raise them with myself or Tracey Taylor. If you would like additional team meetings during the consultation period to discuss this further with me and/or Tracey, we'd be delighted to arrange so please let me know.

Once again a huge thankyou to everyone in the team, for the contribution you make to the success of NSLHD and how we are able to deliver excellent health care to our community.

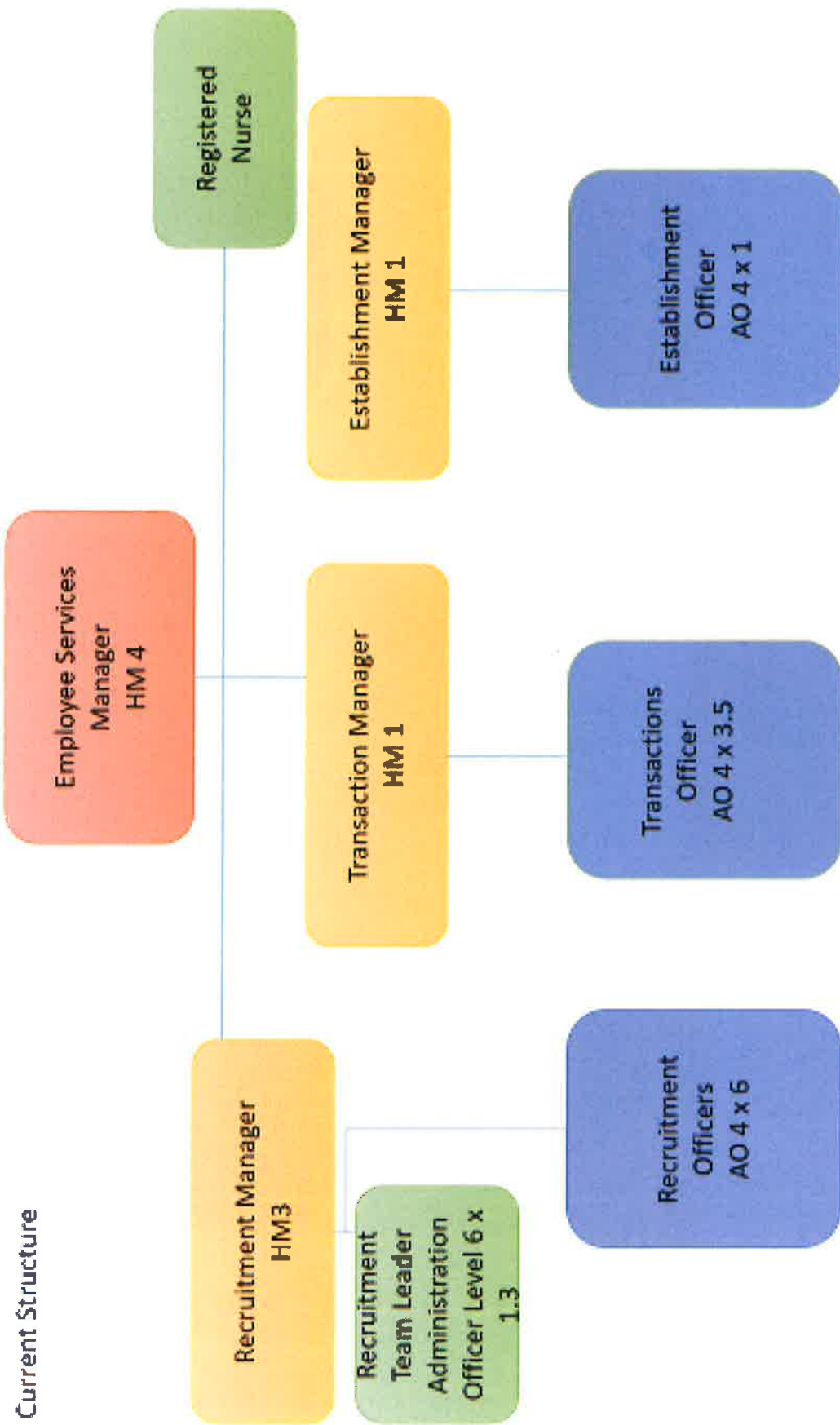
Warm regards



Paula Williscroft
Director People and Culture
5.5.21

Memo

Current Structure



Proposed Structure

Tab A

