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Change Management Plan

Digital Infrastructure Services, Technology Services

Structure Realignment

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Background

The Digital Infrastructure Services group provide state-wide services including Managed Compute services across multiple cloud vendors and existing OnPrem, Multi-tiered Managed Database services and OnPrem GOVDC management and Support.

As there is a strategic focus in migrating workloads to Cloud technology, there is importance of modernising and providing cost effective compute technologies for customers across NSW Health. To evaluate the current state, capabilities, and anticipated future demands for products and services provided by Digital Infrastructure Services, a review is prepared resulting in the proposed restructure.

Digital Infrastructure has seen rapid growth over the years, given current and future initiatives the group will continue to grow and evolve as we transition to cloud technologies. The past 5 years has seen an increase spend in contractual workers due to a high demand in short- and long-term project work. This caused a large increase to Digital Infrastructure overall running costs and an in-balance in overall permanent to contractor ratios.

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.

Approval plan and process

The Digital Infrastructure Services Change Management Plan, together with the accompanying brief-HD24/1034, will assist in formally consulting with staff regarding the proposed structure change. In accordance with the *eHealth NSW Delegations Manual*, approval for this change sits with the Chief Executive, eHealth NSW and Chief Information Officer, NSW Health.

Following the consultation period, a new brief submission for approval to implement the restructure, reflecting any changes and themes identified during the consultation process.

In line with current guidance, the Ministry of Health has also been advised of the proposal as there is potential for two permanent full time staff members to be declared affected, and subsequently excess, should the proposal be approved noting these employees will be subject to the proposed whole of government mobility provisions launched 8 Jan 2024.

Employee considerations

- Digital Infrastructure Managers will actively consult with employees early in the restructuring process, before finalising an objective restructuring proposal.
- Managers will be flexible and receptive to suggestions, wherever possible and respect the confidentiality of information that employees provide regarding their personal or employment circumstances.
- NSW Health Union representatives may participate in consultations on behalf of individuals or groups of members.

- Principles of merit, equal opportunity, transparency, and fairness will apply in developing and implementing the restructure.
- Managers, employees, and their representative organisations will work cooperatively to minimise disruption to individuals and the work of the area affected, as much as possible.

Employee communication strategy

Phase 1

Digital Infrastructure Services meetings have occurred over the past 3 months, to inform and include staff of the proposed restructure and encouraged in these meetings to participate actively in discussions and have input to the development of this proposal. As an attachment to the brief (HD24/1034) a Staff Impact Analysis provides a detailed list of all Digital Infrastructure Services employees and any expected impacts of the proposal on their positions and conditions of employment (**Tab E**).

The following managers will be instrumental in providing official communications and support to affected employees and their teams:

- Group Manager, Digital Infrastructure Services
- Human Resources Business Partner

Identified Change Champions will lead each team to ensure that staff understand, encouraged to provide feedback, and ask questions about the proposal.

Phase 2

Upon approval of the brief (HD24/1034), a consultation period will extend over two weeks, allowing eHealth NSW to:

- provide information to employees about the change.
- invite employees to give their views about the impact of the change.
- consider and acknowledge all feedback given by the employees about the impact of the change.

The Group Manager Digital Infrastructure Services supported by the relevant HR Business Partner will meet with individual employees proposed to be affected, followed by a team meeting where the proposal, role descriptions and factsheets are presented, and staff members will have the opportunity to ask questions.

The employee's manager is to arrange additional or individual meetings if requested.

All artefacts providing information on the proposal will be available to staff via a dedicated MS Teams channel in-line with current team communication practices.

Unless alternative arrangements are made by individual agreement, staff who are away on leave/secondment during the consultation period will be via their NSW Health work email address. These employees will be sent an information pack with updates and changes and will be provided to attend briefing sessions should they choose to.

The HR Business Partner will record all communications with staff via a Consultation and Feedback register to include feedback and/or questions received by staff and to ensure feedback considered and acknowledged. Feedback and questions may be submitted to the Group Manager or HR Business Partner either directly or via email, or via the MS Teams Channel.

Management of psychosocial hazards and risks

SafeWork NSW has developed a *Code of Practice for Managing Psychosocial Hazards at Work*. This Code of Practice, approved under section 274 of the *Work Health and Safety Act 2011* on 1 April 2023.

Psychosocial hazards refer to potential sources of stress and other psychological factors that may impact

employees at work. In addition to this, all managers are supported by a series of training sessions related to the *Work Health and Safety Amendment Regulation 2022*.

In conjunction with the realignment process, all policies and procedures are actioned by the HR Business Partner and updated with advice related to mental health and well-being.

Support services

As part of the transition and organisational change Digital Infrastructure Services employees have and will continue to receive support through a variety of services, including support from their manager, HR Business Partner, and through the NSW Health Employee Assistance Program.

Consultation

A number of staff briefing sessions will be held to promote staff engagement, ensure open communication channels and promote active questions and feedback from staff. These sessions will include:

Initial consultation session

- Information will be presented via a presentation by the group manager, supported by the HR Business Partner.
- Staff will be briefed on the why the change is needed, what it seeks to achieve, and how their positions may change. The new Role Descriptions and Organisation Chart will also be explained.
- Staff will be advised of support services and how to access additional information.
- Staff will be advised how they can submit their questions and feedback.
- Staff will be advised of the expected timeframes and what the next steps for the change proposal are.
- The purpose of consultation will be reinforced – that staff do have a voice and can influence the outcome of the proposal. Staff will be encouraged to express any concerns around potential impacts of the proposal to them.

Mid-way consultation session

- An additional information session will be held at, or just after the halfway point of the consultation period.
- This session will provide a short recap of the proposal.
- Staff will be provided a summary of the themes arising from feedback received, and responses will be shared with all employees, so all are provided with complete and consistent information.
- Staff will be provided additional opportunity to raise feedback or questions with management and HR directly.

End of consultation session

- To be held after consultation has closed.
- Summarises the consolidated themes arising from the consultation period.
- Provides details on if/how the consultation process has influenced the proposal and why.
- Provides staff information on next steps including final approval to implement and any updates to expected implementation timeframes.

At any time, an employee may request an individual meeting with management or HR to discuss their feedback or questions. In addition, management will actively check in with staff to ensure general wellbeing is not negatively impacted by the proposed change or process.

Workforce planning needs and impact on services and functions

The proposed Digital Infrastructure restructure is due for completion by June 2024, to facilitate the implementation of timelines for the approval of consultation, the consultation period, and the incorporation of relevant changes (resulting from consultations).

The eHealth NSW employee transactions team, HR and Recruitment Business Partners will create the new positions in StaffLink under the new structure, and existing position numbers deleted. Business Management Services, Service Delivery will update the organisation charts to reflect the change.

The Talent Acquisition Advisor will coordinate recruitment activities for the new positions in conjunction with the relevant hiring manager and agreed that newly appointed positions will not be actioned until the agreed implementation date.

Once the new structure is in place, the formal process of transitioning staff to their new reporting line and role will take place. Employees will receive a letter confirming the change in their reporting line and position title.

There will be no changes to the business operations until the date of implementation.

Changes to the organisational structure

The current Digital Infrastructure Services organisational structures are attachments to support the brief (HD24/1034) (**Tab A, Tab B**).

Proposed recruitment process

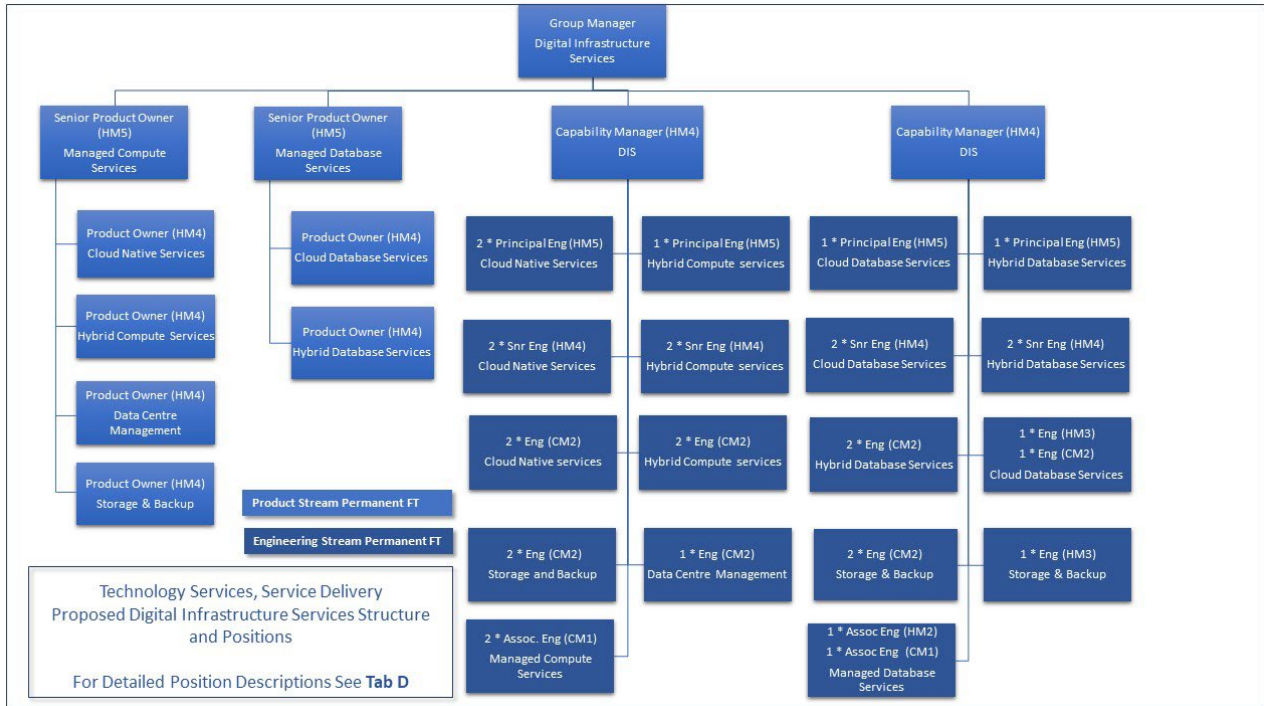
The recruitment process for the new positions will be via on a merit-based selection process through internal advertisement in accordance with the *Recruitment and Selection of Staff to the NSW Health Service PD2017_040*.

Impact of the restructure defined by the Act

The Digital Infrastructure Services re-structure has no impact on the Equal Employment Opportunity groups as defined by the *Anti-Discrimination Act 1977*.

Management of Excess Employees

Within the Digital Infrastructure Services restructure, it is expected that 2 Full Time Permanent Employees will be declared affected. Should any employees be declared excess, offered support to the employee is in accordance with *Managing Excess Staff of the NSW Health Service PD2012_021*.



The employee will receive a letter notifying them of their status and options. The employee will have access to suitable matched roles and have priority assessment for positions that appear on the Mobility Candidate Report issued by the Public Service Commission in accordance with Section 6.3 of the *Case Management and Redeployment Guidelines*.

Declared Excess Employees remain the responsibility of their former Division for meeting salary and training costs, allocating temporary work, and identifying redeployment opportunities during the retention period.

Where there is any departure from the above procedures, the Associate Director HR will review the matter and further action if appropriate.

Proposed voluntary redundancy program

The Digital Infrastructure Services Group will address any employees that are eligible for Voluntary Redundancy, where and if needed.

Appeals

Where there is any departure from the above procedures, the matter the Director People and Culture, eHealth NSW will consider any further action if appropriate. If within five working days of receipt of the appeal and the matter an agreement is not reached, employees may lodge a grievance in accordance with the *Grievance - Effective Workplace Resolution, 2010_007*.

Proposed timeline for implementation

Action	Approximate Timeline
Chief Executive's approval	Day 0
Formal consultation period commences <ul style="list-style-type: none"> Individual meeting with employee(s) impacted by a direct reporting line change Team meetings for all other staff Notification provided to NSW Health Services Union 	Day 7
Consultation period closes	Day 21
Approval brief to implement to the Chief Executive	Day 28
Staff advised of approval	Day 35
New organisation structures and positions created in StaffLink	Day 35 – 42
Change of reporting line/business unit letters issued to staff	Day 42
HealthRoster, Fieldglass, OTL, Cost Centre, align to StaffLink, cost centre and relevant platforms	Day 42-48
New org structure implemented	Day 49
New positions ready to be appointed via recruitment activity	Day 49
Old positions deleted from StaffLink	Day 49-56