

Our Ref: H26/8518

Mr Gerard Hayes
Secretary
Health Services Union
Locked Bag 3
Australia Square NSW 1215

Via mail: gerard.hayes@hsu.asn.au

Dear Mr Hayes,

Employment Transactions Operating model for NSW Health

Following on from correspondence sent to you on 1 April 2025 by Executive Director Workforce Planning and Talent Development, I am writing to provide an update on one of the initiatives within the People and Culture for Future Health (PCFH) project.

The PCFH review highlighted variation in the functions, processes and structures of People and Culture (P&C) teams across NSW Health. It revealed an opportunity for NSW Health to transform and modernise the delivery of P&C services. One of the recommendations was to **expand and improve the shared service functions for P&C services at NSW Health**, aligning with NSW government strategy.

As a consequence, Health Agencies' Employment Transactions services are proposed to **transition to HealthShare NSW** with a view to implement a standardised model. This centralised model fosters a more agile, efficient, and supportive environment for both agencies and staff, driving quality and equity across NSW Health.

Due diligence was undertaken from May to July 2025, engaging subject matter experts across Health Agencies to assess tasks and roles. The review identified which employment transaction tasks should transition to HealthShare NSW and the number of FTE equivalent positions required to deliver the work. A verification process with Health Agency executives and leaders confirmed the accuracy and completeness of the due-diligence findings. Through these discussions, the number of FTE roles to transition from each Agency was proposed based on assessed work effort.

Statewide consultation on these proposed changes is being coordinated by the Ministry of Health in partnership with HealthShare NSW and local People and Culture teams.

Impacted staff groups will be consulted from 2 February 2026. A statewide consultation briefing for Employment Transactions teams is also being held on 12 February 2026 via MS Teams.

It is estimated that 55 FTE across the state will transition to HealthShare NSW and 15 additional roles will be recruited.

We invite your feedback on the business proposal including:


- Proposed Employment Transactions model including position descriptions:
 - Employee Services Relationship & Resolution Manager, HM3 (1 FTE)
 - Team Leader, HM1 (4 FTE)
 - Employment Transactions Officers, AO4-6 (70 FTE)
- Recruitment process in accordance with [Managing Excess Staff of the NSW Health Service \(PD_2012_021\)](#)
 - Health Agency staff identified to transition to HealthShare NSW will not be required to undertake a recruitment process.
 - Vacant positions will be filled through a merit-based selection process in line with the Recruitment & Selection of Staff to the NSW Health service Policy Directive: [Recruitment and Selection of Staff to the NSW Health Service \(PD2023_024\)](#).
 - HealthShare NSW will lead and manage the recruitment process.

As these roles are based at HealthShare NSW sites in St Leonards and Charlestown, we recognise that some transitioning staff may not be able to travel to these locations. Through consultation, HealthShare NSW will work with each Health Agency to agree on flexible arrangements.

It would be appreciated if you could please provide any feedback by Wednesday 25 February 2026. If you would like further consultation, please let us know and we will establish a Union Specific Consultative Committee.

For more information, please don't hesitate to contact Ms. Christine Tait Lees, PCFH Project Director, on 0430 375 330 or via email on Christine.TaitLees@health.nsw.gov.au

Yours sincerely



Richard Griffiths
Executive Director
Workforce Planning and Talent Development
Date: 4/02/2026

Attachments – Proposed model, PDs