

Employment Transactions model

1. People & Culture for Future Health - Employment Transactions

People and Culture for Future Health (PCFH) is transforming how People and Culture (P&C) services are designed and delivered across NSW Health. A Ministry of Health led review of P&C functions across all NSW Health Agencies (HAs) in 2022/23 identified opportunities for more standardised service delivery. Eight functional areas were identified, each with dedicated working groups tasked with designing new operating models. Employment Transactions is one of the identified areas, and a centralised shared-services delivery model through HealthShare NSW (HSNSW) is recommended. Centralising these functions will enable the adoption of technologies that require consistent processes across agencies.

Initial Analysis

The Employment Transactions working group, comprising representatives from across NSW Health, identified 45 processes as in-scope for the proposed centralised shared services model. In August 2024, a desktop analysis was conducted, with Directors of People and Culture from each Health Agency providing information on their operating models, roles and FTEs involved in employment transactions activities. This analysis identified significant variance in functions, processes, and staff undertaking this work across agencies. As a result, a due diligence activity was initiated to better understand these differences and inform the design of the future shared services model.

Due Diligence Project

A collaborative due diligence process was established between PCFH Project Team, HealthShare NSW and HAs. Facilitated workshops were conducted with nominated Subject Matter Experts (SMEs) from each Health Agency to complete a process due diligence template for each of the 45 processes. HealthShare NSW consolidated the data and conducted detailed analysis to inform recommendations. The PCFH project team established a governance and oversight model throughout the project.

2. Proposed Employment Transactions model

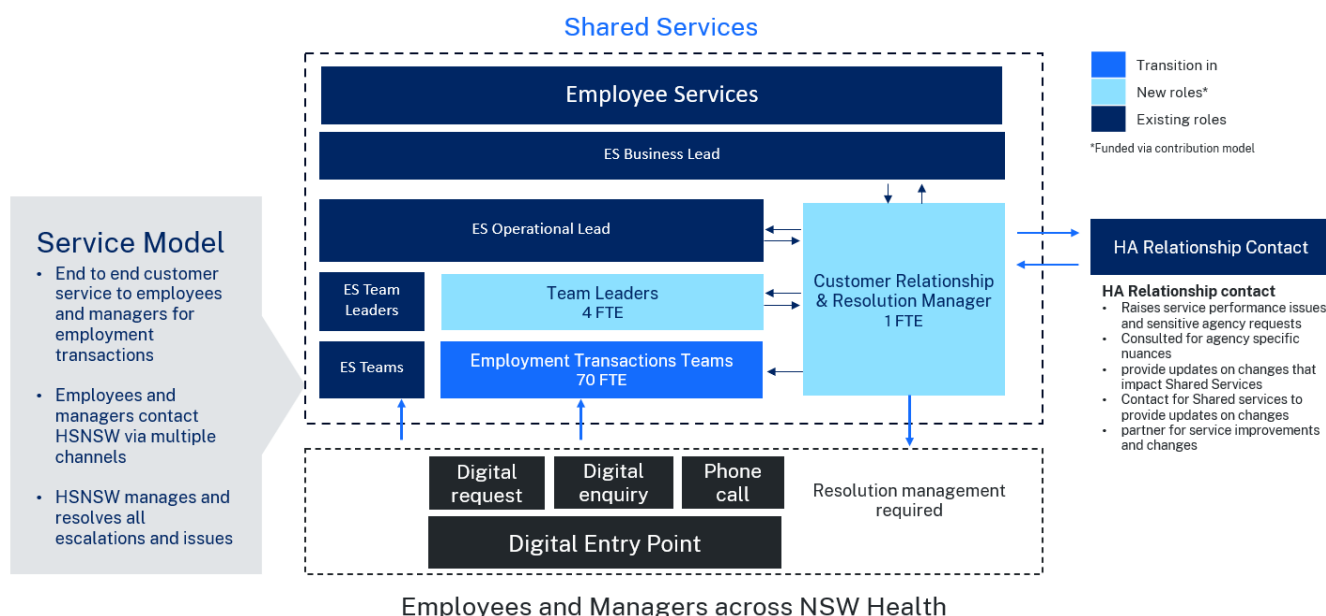
The proposed model (Figure 1) leverages the existing structure of Employee Services function within HealthShare NSW Shared Services. To enable an effective service management that supports operational excellence, enhances customer experience, and enables continuous improvement across the shared service, the following are the proposed roles in the operating model:

Role	Key Accountability
Employment Transactions staff	<ul style="list-style-type: none"> Validates and actions employment-related transactions. Handles enquiries, triages and escalates complex or policy-sensitive requests to higher levels. Ensures data accuracy and compliance with standard operating procedures.

Team Leaders	<ul style="list-style-type: none"> Provides leadership, direction and oversight to Level 1 staff and effectively manages operational issues to ensure high quality and efficient service delivery. Manages escalations from frontline staff. Monitors team performance and workflow distribution. Supports staff development and issue resolution.
Employee Service Relationship & Resolutions Manager	<ul style="list-style-type: none"> Manages relationships and expectations with agency stakeholders. Serves as the first point of escalation for unresolved or sensitive issues. Facilitates continuous improvement and feedback loops.

These roles will be supported by the existing Operations Leads in HSNSW who will manage service delivery performance across multiple teams, drive process improvements and operational excellence and ensure alignment with strategic objectives and service level agreements.

Figure 1: Proposed Employment Transactions model



Customer service as a core principle:

At the heart of this operating model is a commitment to exceptional customer service. Every interaction – whether through self-service, digital channels, or direct support – will reflect the customer service principles of responsiveness, clarity, and empathy. By prioritising customer experience, the model ensures employees and managers will feel supported and confident when navigating employment transactions. This focus on service quality not only improves satisfaction but also builds trust in the shared services framework, reinforcing NSW Health’s goal of delivering an efficient, reliable, and people-centred solution.

Benefits of shared service model:

Centralising the Employment Transactions function into a shared service model creates a more efficient, consistent, and scalable service delivery framework across NSW HAs. This approach enables:

- Standardisation of processes
- Consistent user experience

- Technology uplift
- Optimised resource utilisation
- Enhanced governance and compliance
- Data integrity and visibility

3. Transition

The transition will focus on transitioning existing processes, systems, and operations into a centralised shared service environment with minimal initial redesign. **Staff from existing Health Agency Employment Transaction teams would transition to HSNSW.** Customers will contact HSNSW, their enquiries will be triaged to Employment Transactions staff to process per their existing processes, and then on to HSNSW EFSS teams. This enables a minimal impact on staff who transition to the central team, quick transition to a centralised model without the need for extensive upfront process reengineering. This approach is designed to minimise disruption to NSW Health Agencies, NSW Health staff and Employment Transactions teams during the transition period.

The transition will occur in three tranches. This phased approach enables:

- Minimised operational disruption: smaller numbers reduce the risk of service interruptions and allows for targeted support.
- Continuous learning and improvement: each tranche provides valuable feedback to refine processes, tools and training.
- Balanced risk management: HAs are onboarded based on readiness, complexity, and volume, ensuring a smoother transition.
- Scalable implementation: the phased approach supports gradual scaling, resource planning, and stakeholder alignment.

Proposed Tranches and Health Agencies:

Tranche 1: April 2026	Tranche 2: June 2026	Tranche 3: August 2026
<ul style="list-style-type: none"> • Nepean Blue Mountains LHD • Northern NSW LHD • NSW Ambulance • Western Sydney LHD 	<ul style="list-style-type: none"> • Health Infrastructure • Hunter New England LHD • Mid-North Coast LHD • Pillars Health Agencies • Sydney Children’s Hospital Network • Sydney LHD • Western NSW LHD • South-Western Sydney LHD 	<ul style="list-style-type: none"> • Central Coast LHD • Illawarra Shoalhaven LHD • Justice Health & Forensic Mental Health Network • Murrumbidgee LHD • Northern Sydney LHD • NSW Health Pathology • South-Eastern Sydney LHD • Southern NSW LHD

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