

31 July 2025

Draft Change Management Plan

Department of Primary Industries and Regional Development
Agriculture & Biosecurity
Agriculture

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1. Background and reasons for the organisational change

We're making changes to ensure the Agriculture and Biosecurity Group can deliver on the Government's priorities and the DPIRD Statement of Intent.

At the beginning of the year we moved from 4 divisions to 5 to:

- reflect we are part of one department
- bring our research service and support functions together
- increase our focus on strategy and best practice regulation
- recognise that climate, natural resource use, drought and land use are cross-cutting issues.

During the course of this year, we have been developing and engaging on the Agriculture and Biosecurity Group Strategic Framework and the draft DPIRD Research, Development and Extension (RD&E) Strategy.

The draft RD&E Strategy responds to the DPIRD Research and Development Review led by Professor Mary O'Kane (O'Kane Review).

The Government has reset our focus on primary industries and regional development within a tighter fiscal environment, which will result in changes to some teams.

We are consolidating, bringing related functions together to improve collaboration, and improving our services by directing resources to where they are needed most.

These changes are designed to deliver against the Government's priorities, our critical work and outcomes under our Strategic Framework.

This Change Management Plan (CMP) outlines proposed changes to position the Agriculture Division to drive long-term growth, support a diversified and resilient export economy in NSW by and directing resources to where they are needed most:

- consolidating functions and improving our alignment and integration across cropping, horticulture and livestock,
- consolidating research, technical and administrative support functions to ensure resources are allocated to high priority projects,
- focusing our research on Government priorities, delivering on our commitments, and
- Ensuring we are set up to deliver the best education and training workforce outcomes.

This plan delimits 64 ongoing roles and creates 19 ongoing roles with a net loss of 45 ongoing roles across the Division. The plan also creates 5 temporary roles.

2. Ministerial approval

These proposed changes have required consultation at the ministerial level, noting the Secretary is the decision maker for the department.

3. Employee communication strategy

The communication plan will include:

- Individual meetings with each of the impacted employees before the proposed changes are announced
- A team meeting with the impacted employees after the changes are announced
- Provision of a key business contact and HR Business Partner to provide ongoing channels of communication post announcement.

4. Support services

Specific information about support services that will be provided to impacted staff includes:

Superannuation Advice

- <https://aware.com.au/member/contact-aware-super> (Call 1300 650 873 Monday to Friday 8:00am to 7:00pm)
- <https://www.statesuper.nsw.gov.au/help-centre/advice>
- <https://www.statesuper.nsw.gov.au/help-centre/contact-us>

Employee Assistance Program & Counselling Services

- TELUS Health: <https://environmentnswgov.sharepoint.com/sites/Regional-Safety/SitePages/benestar-mycoach.aspx>
- <https://www.telushealth.com>

Australian Tax Office

- www.ato.gov.au

Services Australia

- <https://www.servicesaustralia.gov.au> or your local Office

MyGov

- <https://my.gov.au> to check on your MyGov account

People contact

- Kimberley King – HR Business Partner Mobile – 0488 243 096
Kimberley.king@dpird.nsw.gov.au

5. Consultation

Discussions will be held with relevant unions regarding the Draft CMP once the plan is approved.

6. Workforce planning needs and impact on services and functions

Specifically, at a Branch level, the following broad changes are required to achieve this vision.

Cropping

Proposed changes will streamline research and technical support and ensure resources are allocated to projects that align with strategic priorities, funding availability, industry demand and support operational efficiencies.

Extensive Livestock and pastures

Proposed changes will streamline research and technical support and ensure resources are allocated to projects that align with strategic priorities, funding availability, industry demand and support operational efficiencies.

Education

Proposed changes will enhance education and training delivery by streamlining administration, optimising resource allocation, and aligning programs to ensure effective and high-impact training outcomes.

7. Changes to organisational structure

Roles to be delimited

It is proposed that 64 existing ongoing roles will be delimited:

Role title	Role ID	Classification and Grade		Location	Status	FTE
Office of ED Agriculture						
Leader Project Admin & Reporting	50024647	PO	GR 5	Wagga Wagga	Ongoing	-1.0
Education						
Administration Officer	50031511	Clerk	GR 1/2	Yanco	Ongoing	-1.0
Administrative Clerk	50033722	Clerk	GR 1/2	Paterson	Ongoing	-1.0
Administration Support Officer	50037473	Clerk	GR 1/2	Menangle	Ongoing	-1.0
Assistant Project Officer	50027132	Clerk	GR 5/6	Dubbo	Ongoing	-1.0
Clerk program Administration	50025546	Clerk	GR 1/2	Yanco	Ongoing	-1.0

Customer Service Officer	50024028	Clerk General Scale	LEVEL	Paterson	Ongoing	-1.0
Education Off Conservation & Land Manag	50024817	PO	G1-4	Paterson	Ongoing	-1.0
Education Officer	50025734	PO	G1-4	Wagga Wagga	Ongoing	-1.0
Education Officer Farming Systems	50032318	PO	G1-4	Paterson	Ongoing	-1.0
Executive Support Officer	50026936	Clerk	GR 5/6	Paterson	Ongoing	-1.0
Leader Industry Adoption	51000084	PO	GR 6	Orange	Ongoing	-1.0
Program Administration Assistant	50037460	Clerk	GR 1/2	Paterson	Ongoing	-1.0
Program Administration Assistant	50037470	Clerk	GR 1/2	Yanco	Ongoing	-1.0
Program Administration Assistant	50037471	Clerk	GR 1/2	Paterson	Ongoing	-1.0
Schools Program Officer	50028427	Clerk	GR 7/8	Paterson	Ongoing	-1.0
Skills Training Officer	50028893	Clerk	GR 1/2	Yanco	Ongoing	-1.0
Skills Training Officer	50037464	Clerk	GR 1/2	Yanco	Ongoing	-1.0
Skills Training Officer	50037466	Clerk	GR 1/2	Calala	Ongoing	-1.0
Livestock						
Biometrician	50027259	PO	G1-4	Wagga Wagga	Ongoing	-1.0
Executive Support Officer	50024967	Clerk	GR 5/6	Orange	Ongoing	-1.0
Leader Animal Production	50023990	PO	GR 6	Orange	Ongoing	-1.0
Research Officer	50022800	PO	G1-4	Wollongbar	Ongoing	-1.0
Research Officer	50023022	PO	G1-4	Orange	Ongoing	-1.0
Research Officer	50023023	Snr Res Scientist		Menangle	Ongoing	-1.0
Research Officer	50023024	PO	G1-4	Cowra	Ongoing	-1.0
Research Officer	50023028	PO	G1-4	Armidale	Ongoing	-1.0
Research Officer	50023030	PO	G1-4	Wagga Wagga	Ongoing	-1.0
Research Officer	50023042	PO	G1-4	Armidale	Ongoing	-1.0
Research Officer	50023051	PO	G1-4	Menangle	Ongoing	-1.0
Research Officer	50023059	PO	G1-4	Trangie	Ongoing	-1.0

Research Officer	50026277	PO	G1-4	Trangie	Ongoing	-1.0
Research Officer	50036973	PO	G1-4	Wagga Wagga	Ongoing	-1.0
Research Officer	50036974	PO	G1-4	Menangle	Ongoing	-1.0
Research Officer	50036975	PO	G1-4	Menangle	Ongoing	-1.0
Research Officer Beef Breeding & Genetic	50022882	PO	G1-4	Armidale	Ongoing	-1.0
Research Officer Grazing Efficiency	50037453	PO	G1-4	Armidale	Ongoing	-1.0
Research Officer Meat Science	50028727	PO	G1-4	Cowra	Ongoing	-1.0
Research Officer Meat Science	50029739	PO	G1-4	Wagga Wagga	Ongoing	-1.0
Research Officer Quantitative Genetics	50023021	PO	G1-4	Armidale	Ongoing	-1.0
Research Officer Quantitative Genetics	50032083	PO	G1-4	Trenayr	Ongoing	-1.0
Research Officer Ruminant Efficiency	50025555	PO	G1-4	Armidale	Ongoing	-1.0
Technical Officer	50020306	TO	G1-3	Cowra	Ongoing	-1.0
Technical Officer	50020315	TO	G1-3	Trangie	Ongoing	-1.0
Technical Officer	50020316	TO	G1-3	Trangie	Ongoing	-1.0
Plant Systems						
Biometrician	50025499	PO	G1-4	Calala	Ongoing	-1.0
Cereal Chemist	50024942	Princ Res Scientist		Calala	Ongoing	-1.0
Cotton Pathologist	50026081	PO	G1-4	Narrabri	Ongoing	-1.0
Entomologist	50025507	PO	G1-4	Yanco	Ongoing	-1.0
Executive Support Officer	50024957	Clerk	GR 5/6	Orange	Ongoing	-1.0
Executive Support Officer	50036572	Clerk	GR 5/6	Calala	Ongoing	-1.0
Executive Support Officer	50037486	Clerk	GR 5/6	Wagga Wagga	Ongoing	-1.0
Leader Cereals South	50026724	PO	GR 6	Wagga Wagga	Ongoing	-1.0
Leader Summer Crops South	50026725	PO	GR 6	Yanco	Ongoing	-1.0
Oils Chemist	50026241	PO	G1-4	Wagga Wagga	Ongoing	-1.0

Project Officer	50037487	PO	G1-4	Hanwood	Ongoing	-1.0
Pulse Chemist	50025911	PO	G1-4	Calala	Ongoing	-1.0
Research & Develop Agronomist Condobolin	50030805	PO	G1-4	Condobolin	Ongoing	-1.0
Research & Development Agronomist Yanco	50030803	PO	G1-4	Yanco	Ongoing	-1.0
Research Agronomist	50025587	PO	G1-4	Condobolin	Ongoing	-1.0
Research Off Sensory & Consumer Science	50023031	PO	G1-4	Ourimbah	Ongoing	-1.0
Research Officer Crop Specialist	50024742	PO	G1-4	Calala	Ongoing	-1.0
Rice Molecular Markers	50025925	Research Scientist		Wagga Wagga	Ongoing	-1.0
Technical Officer	50020097	TO	G1-3	Calala	Ongoing	-1.0
					TOTAL FTE	-64

Roles to be created

It is proposed that 19 new ongoing and 5 new temporary roles will be created:

Role title	Classification and Grade		Location	Status	FTE
Office of ED Ag					
Manager Agriculture Strategy	Clerk	GR 11/12	TBC	Temporary	1.0
Senior Agriculture Strategy	Clerk	GR 9/10	TBC	Temporary	1.0
Senior Agriculture Strategy	Clerk	GR 9/10	TBC	Temporary	1.0
Agriculture Strategy	Clerk	GR 7/8	TBC	Temporary	1.0
Agriculture Strategy Business Support Officer	Clerk	GR3/4	TBC	Temporary	1.0
Executive Support Officer	Clerk	GR 5/6	TBC	Ongoing	1.0
Executive Support Officer	Clerk	GR 5/6	TBC	Ongoing	1.0
Executive Support Officer	Clerk	GR 5/6	TBC	Ongoing	1.0
Executive Support Officer	Clerk	GR 5/6	TBC	Ongoing	1.0
Education					
Skills Training Officer	Clerk	GR 1/2	Yanco	Ongoing	1.0
Livestock					
Leader Animal Productivity & Value Chains	Clerk	11/12	TBC	Ongoing	1.0
Research Officer	PO	G1-4	TBC	Ongoing	1.0

Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Research Officer	PO	G1-4	TBC	Ongoing	1.0	
Plant Systems						
Leader Crop Protection North	Clerk	11/12	North NSW	Ongoing	1.0	
Leader Crop Protection South	Clerk	11/12	South NSW	Ongoing	1.0	
Leader Farming Systems North	Clerk	11/12	North NSW	Ongoing	1.0	
Leader Farming Systems South	Clerk	11/12	South NSW	Ongoing	1.0	
					Total Temp	5.0
					Total Ongoing	19.0
					TOTAL FTE	24.0

HR Business Partners have facilitated evaluations of new role descriptions and confirmed they are properly graded.

8. Proposed means for filling roles

Placement Policy for Filling Roles in the New Structure

Step	Details
Step 1 (Direct appointment within CMP)	<p>Impacted ongoing employees will be considered for all newly created at grade roles within the Change Management Plan (CMP).</p> <ul style="list-style-type: none"> Where appropriate, employees may be directly assigned to suitable roles at their current classification and grade. An internal Expression of Interest (EOI) process will be conducted for roles with no direct match. If the number of eligible employees exceeds the number of available roles, a merit-based selection process will be undertaken.
Step 2 (DPIRD Mobility)	<p>Remaining unfilled roles from Step 1 will be made available to ongoing employees impacted by another finalised DPIRD CMP. An EOI process and, if necessary, a merit-based selection process will be undertaken.</p>
Step 3 (Sector-wide Mobility)	<p>Any unfilled vacancies from Step 1 and 2 will be posted for sector-wide job matching through the Workforce Mobility Placement Program. The WMP team will match suitable employees from all</p>

	departments and agencies in NSW public sector.
Step 4 (External)	Remaining roles will be advertised externally and filled through a merit-based selection process.

Additional Notes:

- For Steps 1 & 2, the selection process includes:
 - A written EOI
 - An interview with at least two panel members (gender-balanced, with at least one member external to the area)
- For Step 4, standard external recruitment processes apply.

9. Workforce Mobility Placement (WMP) Program

Impacted employees not placed in the new structure, or matched to another role elsewhere in the agency, will be referred to the Workforce Mobility Placement (WMP) Program and managed in accordance with the NSW Government [*Workforce Mobility Placement Policy*](#).

10. Proposed voluntary redundancy program

If the impacted employees are not matched to a role at the end of the 8-week placement process period under the WMP Program, or no further matches have been made before the 8-week period expires, the agency will initiate the process for requesting concurrent approvals to commence redundancy/redeployment programs.

Voluntary Redundancies will be offered to excess employees as per Managing Excess Employees Policy (June 2011). Voluntary redundancy payments will include:

- four weeks' notice or payment in lieu, plus
- for employees aged 45 years and over with five or more years of completed service, an additional one weeks' notice or payment in lieu, plus
- a severance payment at the rate of three weeks per year of continuous service with a maximum of 39 weeks, with pro-rata payments for incomplete years of service to be on a quarterly basis
- the benefit allowable as a contributor to a retirement fund, plus
- pro rata annual leave loading for leave accumulated at the date of termination, plus
- the following incentive payments based on years of service as outlined below:

Length of service	Additional payment
Less than one year	Two weeks' pay
One year and less than two years	Four weeks' pay
Two years and less than three years	Six weeks' pay
Three or more years	Eight weeks' pay

11. Impact of the restructure on EEO groups

The impact of the restructure on EEO groups has been considered and any additional support services (such as job skills training, flexible working arrangements, workplace adjustments etc) to assist with redeployment or the transition to the new structure will be considered on a case-by-case basis.

12. Impact of the restructure on staff with special needs

The impact of the restructure on staff with special needs has been considered and any additional support services (such as job skills training, flexible working arrangements, workplace adjustments etc) to assist with redeployment or the transition to the new structure will be considered on a case-by-case basis.

13. Impact on rural communities

There is impact on the Leeton Shire LGA where the population is less than 5,000.

14. Management of excess employees

The People Division will provide a designated case manager to support the impacted employees. Employees will be declared excess if they have been unsuccessful in the mobility process.

15. Management of temporary employees

This Draft Change Management Plan proposes changes to ongoing roles currently filled by temporary employees.

16. Proposed timetable for implementation

Action	Week beginning
Union notification	28 July 2025
Consultation with employees and relevant union/s	28 July 2025
Employees informed – Draft CMP	28 July 2025
Employees informed – Final CMP	25 August 2025
Internal placement process	25 August 2025
New roles sent for sector-wide mobility matching under the WMP Program	8 September 2025
Workforce Mobility Program	8 September 2025
New roles advertised externally	15 September 2025
External recruitment finalised	October 2025
Employees declared excess and VR offers	27 October 2025

