

31 July 2025

Draft Change Management Plan

Department of Primary Industries and Regional Development
Strategy, Media & Ministerial Services

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1. Background and reasons for the organisational change

Strategy, Media, and Ministerial Services have consolidated key functions within the department, consolidating and centralising media and communications, while retaining a focus on ministerial services and priority projects. In parallel, the relocation of the Regional Coordination function back into the Premier's Department has reduced the responsibility and interactions with Regional Ministers, resulting in a decrease in workload and complexity in this area.

The proposed changes will realise efficiencies in communications and ministerial services, providing enhancements to current service delivery processes.

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 staff before the change is announced
- A team meeting with the impacted staff after the change is 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

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5. Consultation

Discussions will be held with relevant unions regarding the change management plan once the plan is approved.

6. Workforce planning needs and impact on services and functions

The proposed new structure will provide opportunities for realignment of focus and enhancement to current service delivery processes. With employees being better aligned, it is reasonable to anticipate greater efficiencies resulting in improvements in service delivery and financial impact. A business partner model will be implemented within the communications and media team functions to provide service across the department within the streamlined team. The changes will also complement the consolidation and realignment of functions across the department.

7. Changes to organisational structure

It is proposed that 44 ongoing roles be delimited while creating 24 ongoing roles.

It is proposed that 44 ongoing roles will be delimited:

Role title	Role ID	Classification	Grade	Location	Status	FTE
Manager Internal Communications	50023342	Clerk	11/12	Coffs Harbour	Ongoing	-1.0
Manager Digital & Design	50023709	Clerk	11/12	Sydney CBD	Ongoing	-1.0
Manager External Communications	51014918	Clerk	11/12	Queanbeyan	Ongoing	-1.0
Communications Manager	50029554	Clerk	11/12	Orange	Ongoing	-1.0
Communications and Executive Officer	50027721	Clerk	11/12	Orange	Ongoing	-1.0
Stakeholder Engagement Mgr Bus Partners	50025670	Clerk	11/12	Orange	Ongoing	-1.0
Mngr Ministerial Services	50032052	Clerk	11/12	Sydney CBD	Ongoing	-1.0
Manager Department Liaison	50023405	Clerk	11/12	Sydney CBD	Ongoing	-1.0
Manager Correspondence & Briefings	50022723	Clerk	11/12	Newcastle	Ongoing	-1.0
Snr Communications Advisor	50028009	Clerk	9/10	Dubbo	Ongoing	-1.0
Snr Communications Advisor	50023520	Clerk	9/10	Dubbo	Ongoing	-1.0
Snr Communications Advisor	50023833	Clerk	9/10	Coffs Harbour	Ongoing	-1.0
Senior Communications Advisor Videographer	50028067	Clerk	9/10	Maitland	Ongoing	-1.0
Senior Comms Officer	50029064	Clerk	9/10	Orange	Ongoing	-1.0
Senior Comms Officer	50030456	Clerk	9/10	Orange	Ongoing	-1.0

Senior Comms Officer	50030579	Clerk	9/10	Orange	Ongoing	-1.0
Senior Content Producer	50029186	Clerk	9/10	Sydney CBD	Ongoing	-1.0
Senior Digital Advisor	50033131	Clerk	9/10	Parramatta	Ongoing	-1.0
Senior eComms & Visualisation Officer	50028698	Clerk	9/10	Orange	Ongoing	-1.0
Senior Graphic Designer	50033809	Clerk	9/10	Sydney CBD	Ongoing	-1.0
Senior Graphic Designer	50033127	Clerk	9/10	Narrabri	Ongoing	-1.0
Senior Internal Communication Advisor	50029458	Clerk	9/10	Coffs Harbour	Ongoing	-1.0
Senior Media and Communications Advisor	50024170	Clerk	9/10	Orange	Ongoing	-1.0
Senior Social Media & Digital Advisor	50029316	Clerk	9/10	Wollongong	Ongoing	-1.0
Snr Social Media Strategist	50033126	Clerk	9/10	Sydney CBD	Ongoing	-1.0
Communications Advisor	50028069	Clerk	7/8	Queanbeyan	Ongoing	-1.0
Communications Advisor	50032291	Clerk	7/8	Maitland	Ongoing	-1.0
Communications Officer	50028254	Clerk	7/8	Trenayr	Ongoing	-1.0
Designer	50025972	Clerk	7/8	Orange	Ongoing	-1.0
Digital Communication Officer	50029185	Clerk	7/8	Goulburn	Ongoing	-1.0
Digital Content Advisor	50033132	Clerk	7/8	Sydney CBD	Ongoing	-1.0
eCommunications Officer	50025968	Clerk	7/8	Orange	Ongoing	-1.0
Executive Support Officer	50028052	Clerk	7/8	Queanbeyan	Ongoing	-1.0
Executive Support Officer	50026506	Clerk	7/8	Orange	Ongoing	-1.0
Graphic Designer	50026577	Clerk	7/8	Queanbeyan	Ongoing	-1.0
Internal Comms Advisor	50027697	Clerk	7/8	Queanbeyan	Ongoing	-0.6
Internal Comms Advisor	50036147	Clerk	7/8	Armidale	Ongoing	-1.0
Internal Comms Advisor	50036070	Clerk	7/8	Dubbo	Ongoing	-1.0
Internal Comms Advisor	50027482	Clerk	7/8	Armidale	Ongoing	-1.0
Project Officer	50032797	Clerk	7/8	Parramatta	Ongoing	-1.0
Social and Digital Content Producer	50033690	Clerk	7/8	Queanbeyan	Ongoing	-1.0
Stakeholder Engagement Officer	50030789	Clerk	7/8	Newcastle West	Ongoing	-1.0
Creative Studio Coordinator	50033158	Clerk	5/6	Newcastle	Ongoing	-1.0
Assistant Customer Correspondence Officer	50036161	Clerk	5/6	Coffs Harbour	Ongoing	-1.0
				TOTAL FTE		-44 (43.6 FTE)

Roles to be created

It is proposed that 24 new ongoing roles will be created:

Role title	Classification	Grade	Location	Status	FTE
Manager Internal Communications	Clerk	11/12	TBC	Ongoing	1.0
Manager External Communications	Clerk	11/12	TBC	Ongoing	1.0
Manager Digital and Design	Clerk	11/12	TBC	Ongoing	1.0
Manager Ministerial Services	Clerk	11/12	TBC	Ongoing	1.0
Manager Business Operations	Clerk	11/12	TBC	Ongoing	1.0
Senior Communications Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Communications Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Communications Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Communications Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Communications Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Digital Content Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Graphic Designer	Clerk	9/10	TBC	Ongoing	1.0
Senior Graphic Designer	Clerk	9/10	TBC	Ongoing	1.0
Senior Graphic Designer	Clerk	9/10	TBC	Ongoing	1.0
Senior Internal Digital Content Advisor	Clerk	9/10	TBC	Ongoing	1.0
Senior Videographer	Clerk	9/10	TBC	Ongoing	1.0
Communications Advisor	Clerk	7/8	TBC	Ongoing	1.0
Communications Advisor	Clerk	7/8	TBC	Ongoing	1.0
Communications Advisor	Clerk	7/8	TBC	Ongoing	1.0
Communications Advisor	Clerk	7/8	TBC	Ongoing	1.0
Digital Content Advisor	Clerk	7/8	TBC	Ongoing	1.0
Digital Content Advisor	Clerk	7/8	TBC	Ongoing	1.0
Digital Content Advisor	Clerk	7/8	TBC	Ongoing	1.0
Executive Assistant	Clerk	7/8	TBC	Ongoing	1.0
			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)	Impacted ongoing employees will be considered for all newly created at grade roles within the Change Management Plan (CMP). <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)	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.
Step 3 (Sector-wide Mobility)	Any unfilled vacancies from Step 1 and 2 will be posted for sector-wide job matching through the <u>Workforce Mobility Placement Program</u> . The WMP team will match suitable employees from all 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

Affected 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 affected 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 no impact on rural or regional LGA's where the population is less than 5,000.

14. Management of impacted 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 finalized	October 2025
Employees declared excess and VR offers	31 October 2025
New structure implemented	1 September 2025