



Family &  
Community  
Services

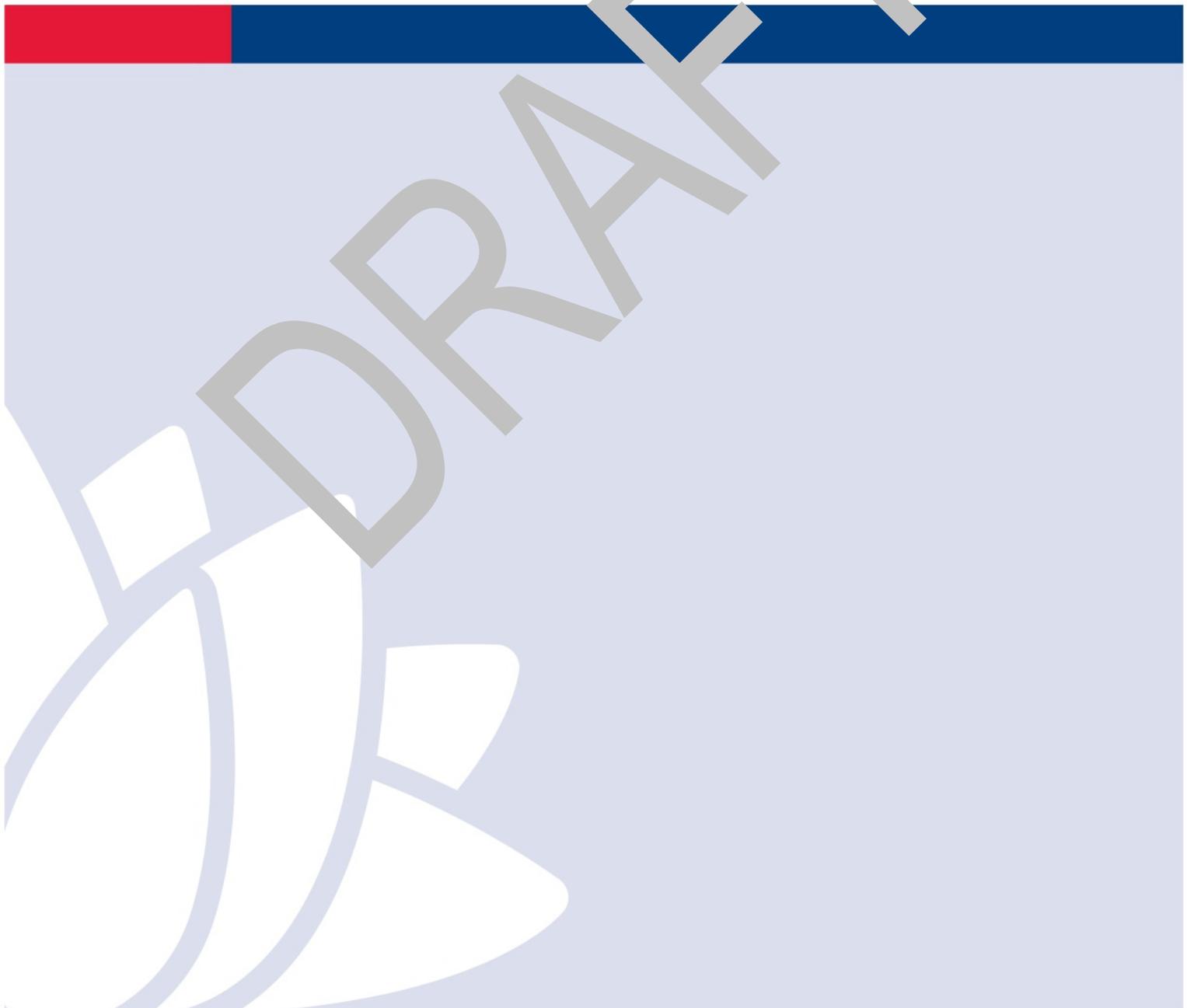
# OneFACS Non Executive Staff Transition Change Management Plan Central Office & Corporate Services

FACS Organisational Design Program

May 2015

V1.1

DRAY



# Table of contents

<b>1</b>	<b>Background.....</b>	<b>3</b>
	1.1 The purpose of this change management plan.....	3
<b>2</b>	<b>Principles .....</b>	<b>3</b>
<b>3</b>	<b>Communication and Staff Support.....</b>	<b>4</b>
<b>4</b>	<b>Impact on Services and Functions.....</b>	<b>4</b>
<b>5</b>	<b>Workforce Planning Needs and Impact on Services and Functions.....</b>	<b>5</b>
<b>6</b>	<b>Changes to Organisational Structure.....</b>	<b>5</b>
<b>7</b>	<b>Proposed Means for Filling Roles .....</b>	<b>6</b>
	7.1.1 Matching - Introduction.....	6
	7.1.2 Employees Not Matched/Placed .....	7
	7.1.3 Transferred Officers .....	8
	7.1.4 Placement Process .....	8
<b>8</b>	<b>Assessment Process.....</b>	<b>8</b>
	8.1.1 Process.....	8
	8.1.2 Role Descriptions.....	8
<b>9</b>	<b>Key Timeframes.....</b>	<b>9</b>
<b>10</b>	<b>Impact on EEO groups or employees with disability .....</b>	<b>10</b>
<b>11</b>	<b>Impact on Rural Communities .....</b>	<b>10</b>
<b>12</b>	<b>Management of Temporary Employees and Staff in Above Level Temporary Assignments.....</b>	<b>11</b>
<b>13</b>	<b>Work, Health &amp; Safety.....</b>	<b>11</b>
<b>14</b>	<b>Links to other Projects.....</b>	<b>11</b>
<b>15</b>	<b>Internal Review .....</b>	<b>12</b>
<b>16</b>	<b>Relevant Public Sector Employment Policies.....</b>	<b>12</b>
<b>17</b>	<b>Definitions.....</b>	<b>12</b>
<b>18</b>	<b>APPENDICES .....</b>	<b>14</b>
	18.1 APPENDIX 1 Employee Change Table.....	14
	18.2 APPENDIX 2- Form: Request for an Internal Review .....	15
	18.3 APPENDIX 3 - OneFACS Organisation Structures.....	16
	18.4 APPENDIX 4 – OneFACS Indicative Timeframe .....	17

# 1 Background

FACS is currently changing its operating model to reshape the organisation's capabilities, functions and culture to achieve the objectives set out in the [FACS Strategic Statement](#). These changes are focused on:

- *Better serving people and communities* - The FACS vision for the future is a society in which all people are empowered to live fulfilling lives and achieve their potential in their communities. We need to change the way we work to provide better support to the people and communities we serve by becoming more agile and flexible, and rapidly responding to emerging demands on our services.
- *Fiscal sustainability* - By July 2016, FACS must save \$70 million each year, \$50 million of which will need to be achieved through non-executive staff reductions. Savings are allocated across the NSW Government and FACS is no exception.
- *Sector Reform* - As sector reforms such as the NDIS roll out over the next few years many of our frontline staff will move into roles with service delivery partners. As there will be fewer frontline staff there will also be less demand for services that support them.

## 1.1 The purpose of this change management plan

The purpose of this change management plan is to provide:

- an overview of the approach for transitioning non-executive staff of SRP, PSD and Corporate Services to the new central office/corporate structures
- an outline of design principles and assessment processes that staff will undertake in order to transition to the new structure
- specific details of staff support and communication strategies
- any other implementation strategies or details that may impact staff.

Given the large number of staff that will be impacted, a phased approach to implementation will be used.

## 2 Principles

The assessment and placement of FACS non-executive staff will be underpinned by the following principles:

- maximise opportunities for employee matching and reassignment
- adherence to public sector policies, guidelines and legislation
- minimal disruption to the organisational functioning
- a fair, transparent and accountable process
- regular consultation with employees and Unions
- availability of appropriate information and support to assist staff with their understanding of and transition through the processes.

## 3 Communication and Staff Support

Employees will be briefed on the change management plan and the transition process by Human Resources (HR) representatives and divisional Executive members

The Public Service Association (PSA) has been briefed on the proposed structures and transition process. A regular forum has been established to consult with the PSA and FACS and the PSA will continue to meet as implementation progresses. FACS is committed to providing as much information as possible to employees and the PSA and to seeking feedback.

Regular communication updates will be provided as appropriate.

The communications approach to staff will be multi-faceted and include:

- stakeholder consultation, including the Public Service Association (PSA)
- FACS intranet and email communications
- briefing sessions
- availability of ongoing support and advice made available
- candidate support materials including:
  - Employee Assistance Program (EAP)
  - One FACS Transformation process and GSE materials
  - directorate specific information including role descriptions and detailed information on the matching and assessment process.

The staff transition and change management process is managed by HR. HR will provide information and advice to affected staff and their managers, including discussions on available redeployment options as required - [HR-OneFACS@facs.nsw.gov.au](mailto:HR-OneFACS@facs.nsw.gov.au).

In addition to HR support, other resources are available, including:

- EAP counselling – Converge International on 1800 337 068
- PSA on telephone 9220 0900 or 1800 467 932 for non-Sydney zone
- State Super Financial Services (SSS and SAS) information is available at the link: [www.statesuper.nsw.gov.au](http://www.statesuper.nsw.gov.au)
- First State Super information on superannuation and financial advice services is available at the link: [www.firststatesuper.com.au](http://www.firststatesuper.com.au)
- FAQ materials available on the FACS [intranet](#).

## 4 Impact on Services and Functions

It is anticipated that the realignment of activities within Central Office will not negatively impact the delivery of services to clients and stakeholders.

## 5 Workforce Planning Needs and Impact on Services and Functions

FACS is changing structures and processes to deliver on the promise, made within the strategic statement, of a locally-focused, responsive and agile organisation.

As the NDIS rolls out over the next three years, many frontline staff will move into roles with service delivery partners. As there will be fewer frontline staff there will also be less demand for services that support them, leading to further reductions.

FACS, like all NSW government departments, needs to make savings. A lot of these savings will come from staff reductions in the central parts of FACS, which will maximise and protect the funding allocated to frontline services. FACS aims to live within its means and to maximise the amount of money directed to delivering essential services for clients.

## 6 Changes to Organisational Structure

The new organisational structure has been developed to allow staff to work in a way that better serves our clients, colleagues and stakeholders.

Cohorts affected by the proposed organisational change include:

- Strategic Reform and Policy
- Programs and Service Design
- Corporate Services

Eligible non-executives for placement:

- All substantive Clerk Grade 11/12, Clerk Grade 9/10, Clerk Grade 7/8, Clerk Grade 5/6, Clerk Grade 3/4 Clerk, Grade 1/2 and General Scale Clerks;
- The OneFACS Change Management Plan excludes the following cohorts:
  - AHO
  - LAHC
  - Clusters-State-wide Services
  - ADHC - Central
  - Corporate Services - Legal
  - Transferred employees from the Department of Education and Communities (Communities Policy and Programs, Multicultural NSW and Advocate for Children and Young People) to FACS on 1 July 2015.

ADHC has a critical role to play in the NDIS implementation. In acknowledgement of this role, the division is not subject to the same savings targets as SRP, PSD and Corporate Services. To ensure that ADHC non-executive staff can continue to prioritise NDIS transition work, and because very little restructuring is currently required, ADHC will undertake a process of direct appointments of staff to roles.

# 7 Proposed Means for Filling Roles

These categories of employees will all be eligible for placement within available roles. Only when these categories have been exhausted will external recruitment be considered:

- Ongoing employees (permanent)
- Existing excess officers
- Eligible long term temporary employees and those on above level temporary assignments affected by the OneFACS transformation process.

Please note that any existing talent pools created within current Directorates/Divisions will not apply in filling roles in new structures.

## 7.1.1 Matching - Introduction

### Proposed Cohorts

- SRP
- PSD
- Corporate Services

Where an employee is on an above level temporary arrangement in the cohorts included as part of this process, then they will be able to participate at both their substantive and above level classification.

Employees on secondments from external agencies will not be eligible to participate in the process.

Existing graduates are not required to be formally matched as they notionally form part of the Organisational Development unit. Graduates will have the opportunity to participate in Phases 3 and 4 (see below).

The implementation of the cohort and pools will be time dependant (ref section 9).

All ongoing employees will be included in the matching process.

### The Filling of Positions will be undertaken in the following Phases:

#### Phase 1 - Direct Appointment

Where the role is substantially unchanged, and where there are less employees or the same number of employees as roles, employees will be directly matched. Employees on temporary arrangements are not eligible for inclusion in this process.

Employees who were appointed following a targeted disability employment initiative e.g. 'Ready, Willing and Able' will be directly matched to a role. Direct Appointments through this process must be approved by the Executive Director.

## Phase 2 - Matching Assessment Process

Where there are more employees than roles at a grade in a division currently affected by the OneFACS transformation process, ongoing employees and eligible long term temporary employees and employees on above level temporary assignments, will be combined into an 'eligible pool' of employees to participate in the matching process. Note: employees on temporary above level assignments must have been acting in a role continuously for 12 months or more to be eligible to participate in the process.

FACS will try and meet staff preferences, however there may be circumstances where staff are placed in roles to meet organisational needs.

### Existing/New Roles

Where there are more employees than roles, or where the roles are substantially changed, eligible employees will be invited to express an interest and nominate their preferences for (up to two) roles for matching within the specified cohort and will receive an email invitation inviting them to:

- (a) Submit a two page resume addressing the capabilities for the role/s, provide a one page written response to two capability based assessment questions for review and nominate two referees (one of which must be your current line manager); and/or
- (b) Participate in an assessment interview where requested.

(Refer to 'FACS Matching Process for filling roles' guidelines on [FACS intranet](#))

### Phase 3 – Internal Placement Process

Following the completion of Phase 2, any existing excess officers may be considered for vacant roles where their Case Manager considers the vacancy to be suitable for priority assessment based on the role's capability requirements.

All remaining vacant roles are to be filled on an ongoing basis by consideration of ongoing employees and long term temporary employees seeking placement/promotion. All other FACS staff not affected by the One FACS transformation process, including ongoing and long term temporary employees, are eligible to apply for roles advertised. This process will be undertaken with roles being advertised internally across FACS. Reference checks will also be undertaken in this process.

### Phase 4 – External Advertising

Any remaining vacancies will be advertised externally for candidates. Note: Normal recruitment and selection processes will apply in accordance with the GSE requirements.

Where there are significant vacancies within a classification in a cohort, an internal placement process across FACS and an external advertising process may be run concurrently.

## 7.1.2 Employees Not Matched/Placed

Affected employees not matched to a role after the completion of Phases 1 to 3, will be declared excess and managed in accordance with the current Department of Premier and Cabinet [‘Managing Excess Employees’ Policy](#) and related documents.

For temporary employees, refer to section 12 in this Change Management Plan.

### 7.1.3 Transferred Officers

It is not expected that staff will be redeployed to roles that require them to relocate their residence. However, if following consultation with employees this should occur, employees may be entitled to compensation in accordance with the provisions of the *Crown Employees (Transferred Employees Compensation) Award 2009* or other policy and or industrial instruments subject to approval by the Department.

### 7.1.4 Placement Process

Non executives employees will be issued an e-mail notification to advise of the outcome of the matching process.

## 8 Assessment Process

### 8.1.1 Process

Where an assessment interview is required, an external assessment recruitment provider (to be advised), will manage the process for Expressions of Interest (EOI) to the point of non-executive placements. The provider will prepare relevant templates, assessment materials, processes and provide support for decision making.

Further information will be available in the *‘FACS Matching Process for filling roles’* guidelines.

### 8.1.2 Role Descriptions

Generic role descriptions will be utilised as appropriate to support the process described above.

- Role Descriptions will include standard role titles and reference to the capabilities defined by the [NSW Public Sector Capability Framework](#).
- In some cases, the functions and responsibilities of roles will remain largely unchanged and for other roles, functions and responsibilities may change or new role descriptions be developed to reflect the alignment of the central office structure to a functional design.
- Generic role descriptions will be supported by an attachment to provide additional contextual information

## 9 Key Timeframes

In summary, the following are anticipated timeframes for the implementation and completion of the OneFACS Transition process:

Date	Activity	Key Contact
<b>May – June 2015</b>	OneFACS Design announcement - and consultation on new structure and change management plan with staff in affected cohorts	HR, OneFACS & Executive Team
<b>Commencing 28 May 2015</b>	Announcement and commencement of staff briefing sessions	HR, OneFACS & Executive Team
<b>20 July to 3 August 2015</b>	<p>E-mail to staff re commencement of the matching process</p> <p><b>Phase 1 – Commencement of Process for Direct Appointment</b> where the role is substantially unchanged, and where there are less employees or the same number of employees as roles.</p> <p>This process includes consideration of appointing employees following a targeted disability employment initiative</p> <p>Announcement and letters to matched employees</p>	HR & Executive Team
<b>Commencing 20 July 2015</b>	<p><b>Phase 2 – Commencement of Matching Assessment Process</b></p> <p>Communication to staff and invitation to express interest in roles in cohort participating in matching process</p> <p>Participants submit resume and a one page written response to two capability based assessment questions for a review/interview</p> <p>Referee checks completed</p> <p>Correspondence to matched employees</p>	<p>HR</p> <p>Outsourced Providers</p> <p>HR Business Services</p>



# 12 Management of Temporary Employees and Staff in Above Level Temporary Assignments

As part of this process, existing long term temporary employees and above level temporary assignments will be considered for conversion to ongoing employment prior to external advertising (Phases 2 and 3 apply).

## **Employees on Above Level Assignments**

Where an employee on an above level assignment is not matched (at level or above level), the temporary arrangement will be required to cease. Employees will need to return to their former ongoing role (at level) within one month following negotiation with their former business unit.

Where an employee is on an above level temporary arrangement in the cohorts included as part of this process, then they will be able to participate at both their substantive and above level classification.

Where an ongoing employee on an above level assignment is required to return to a former role that no longer exists, those employees will need to be considered for reassignment to a suitable ongoing role (at level) where available. Where there is no role for reassignment then these employees may be declared excess and managed under the DPC '*Managing Excess Employees*' policy.

## **Temporary Employees**

Where an eligible temporary employee is not matched against an ongoing role, then these employees' existing contracts may cease at a date determined by the business area. In limited circumstances temporary employees may be eligible for a severance payment.

## **Agency Staff**

Agency staff occupying roles in the new OneFACS cohort structures may be required to complete their contracts earlier than advised for their current contract period as determined by the business unit. These agency staff will be given an appropriate period of notice.

## **Secondments from other Public Sector Agencies**

Employees seconded to FACS from other NSW Public Sector Agencies are not eligible to participate in the matching process.

# 13 Work, Health & Safety

As part of the ongoing management of Work, Health and Safety, each Division will manage any potential risks or impacts associated with the transition to new divisional structures. A central register will be developed to record and manage all potential issues.

# 14 Links to other Projects

- [OneFACS transformation program](#)
- [GSE Reform.](#)

## 15 Internal Review

Employees can seek an Internal Review which is limited to process only.

A 'Request for an Internal Review' form is attached (**Appendix 1**). Any application for Internal Review is to be made to the relevant Executive Director no later than one week from the day the employee was notified of the decision. Outcomes are final and will be notified within two weeks of the receipt of the Review Request.

## 16 Relevant Public Sector Employment Policies

Under the transitional arrangements in accordance with section 13 (1) and (2) of the *Government Sector Employment Rules 2014*, the following policies are relevant to change management and organisation restructuring in the NSW Public Service:

- [Managing Excess Employees Policy M2011-07 \(D2011\\_007\)](#)
- [Case Management and Redeployment Guidelines D2011-09](#)
- [Agency Change Management Guidelines D2011-014](#)
- [Voluntary Redundancy Program Guidelines D2011-023](#)
- [Voluntary Redundancy: Superannuation Implications D2011-013](#)

For further information in relation to the above policies, please contact your HR Advisor via the Direct Customer Centre (Business Services) on Phone: 9765 3999.

## 17 Definitions

**Case Management** refers to an 'excess employee' in accordance with the DPC 'Managing Excess Employees' policy, who has chosen the option of three months redeployment. The employee will be provided with ongoing case management and appointed a Case Manager in accordance with the DPC '*Case Management and Redeployment*' policy.

**Excess employee** means an employee of a government sector agency who is determined to be excess to the requirements of the relevant part of the agency in which the employee is employed.

**Eligible Long Term Temporary employees and above level temporary assignments** are those employees who at the 20<sup>th</sup> July 2015 have been in the role (at level or above level) for a continuous period of 12 months or more.

**Employment in classifications of work** is determined by the head of the Public Service agency in which the person is employed. A classification of work extends to any kind of work and any grade of that work.

**External advertising** means the process of advertising on the NSW Jobs website. It may also include any other form of advertising that is accessible to the general public

**Ongoing employment** is employment that continues until the employee resigns or his or her employment is terminated.

**Role** of an employee means the duties and responsibilities of the employee.

**Temporary employment** is employment for a temporary purpose

**Redeployment** means the permanent placement of an excess employee into a role. This may involve placement into a role at the same classification/grade/salary or where there are no roles at that classification/grade/salary or equivalent, into a role within 5% of the maximum salary of the award classification salary range of the employee's former role.

DRAFT

# 18 APPENDICES

## 18.1 APPENDIX 1 Employee Change Table

*To be included following future state design consultation*

DRAFT

## 18.2 APPENDIX 2- Form: Request for an Internal Review



### PURPOSE

In accordance with the OneFACS staff transition change management plan, affected ongoing employees (permanent), existing excess employee and those eligible long term temporary employees and above level temporary assignments affected by the OneFACS Transformation process can seek an internal review of the assessment process, this is limited to process only.

### PERSONAL DETAILS

First name	
Surname	
Employee number	
Contact number	

### ROLE DETAILS

Role title	
Grade/level	
Division and office location details	Division: Business Unit Name: Location:
Employee's signature	
Date	
Briefly outline your concerns about the process	

Please return this form marked 'Confidential' to the relevant Executive Director in your current business area OR <**insert details**>. Check FACS intranet for relevant email notification box details.

## 18.3 APPENDIX 3 - OneFACS Organisation Structures

*\* Refer to FACS intranet for the relevant OneFACS Organisation Chart for your Division/Business area*

DRAFT

## 18.4 APPENDIX 4 – OneFACS Indicative Timeframe

