Public Service Association of New South Wales
General Secretary: Anne Gardiner • President: Sue Walsh
160 Clarence Street, Sydney
GPO Box 3365, Sydney NSW 2001

Telephone: 1300 772 679
Facsimile: 02 9262 1623
Internet: www.psa.asn.au
ABN: 83 717 214 309

In reply please quote:TP:ljm_ A14/1332

25 June 2015

Mr Michael Coutts-Trotter
Secretary
Department of Family and Community Services
Locked Bag 3002
AUSTRALIA SQ NSW 1215

By email: petra.kathagen@facs.nsw.gov.au

Attn: Joan Lynch, Executive Director Human Resources

Dear Mr Coutts-Trotter,

Re OneFACS Non Executive Staff Transition and Change Management Plan

I write to you on behalf of the Public Service Association of NSW (PSA) and refer to the Department's draft *OneFACS Non Executive Staff Transition and Change Management Plan – Central Office and Corporate Services (V1.1)* dated May 2015.

In doing so I note the PSA has been invited to provide further written feedback in addition to those submissions we have already made regarding the OneFACS reorganisation, and I thank you for this opportunity.

As previously outlined to the Department, the PSA is seeking the inclusion of five core elements in the Department's change management planning for non-executive employees. These include:

1. A freeze on the external advertisement of all non-executive, non-front line roles across the Department until completion of an internal placement process.
2. A general voluntary redundancy program in which all affected non-executive staff are invited to express interest in voluntary redundancy.
3. Prioritising, wherever possible, the assignment of ongoing staff to suitable ongoing roles with the Department.
4. A closed (internal) recruitment process for promotional/residual vacant roles including eligible long term temporary staff prior to any external advertisement.
5. Job/voluntary redundancy swaps between employees with equivalent roles/classifications.

Briefly, the advantages of our approach include:

- Ensuring the Department has the best opportunity to match staff to their preference for either ongoing employment or voluntary redundancy;
- Allowing the Department to factor this information into its budgeting and final structural design;
- Maximising reassignment (and redeployment) opportunities for existing employees; and
- Significantly reducing the Department's overall redundancy liability risk.

Please find enclosed detailed procedures incorporating the elements listed above (Attachment A).

In addition, you would be aware that the *Agency Change Management Guidelines (M2011-11)* discuss the inclusion of certain information relating to impact on services and functions, and changes to organisational structure and roles. In particular, the guidelines (at p13) require Department's to address the following subject matter in detail in their change management plans:

> ***"6. Workforce planning needs and impact on services and functions***
>
> ***Describe how changes in functions (new functions, the deletion of functions, the merging of functions) will affect the agency's delivery of services and how, where applicable, they are to be effectively managed with reduced staff.***
>
> ***Provide detail on changes to workflows, roles and responsibilities,*** *as well as strategies to retain skilled and experienced staff so that services can continue to be delivered.*
>
> ***7. Changes to organisational structure***
>
> ***Identify positions to be deleted, created and retained in the restructure, including their titles, classifications, FTE, grades and locations. It is preferable that these be provided in a table (see example below) to allow a clear comparison of the former and proposed structures.***
>
> ***Provide information on the process adopted to validate new positions, for example job analysis and job evaluation.***
>
> *Provide information on selection panel composition (e.g. will there be consistent or standard representatives?).*
>
> *Provide information on any internal complaints policy or reference to the appeals process (e.g. IRC).*
>
> *Comment on the potential for employees to be declared excess as a result of the organisational change. Include where possible information on numbers, classification, grades and locations."[**my emphasis**]*

Having reviewed the draft change management plan and the associated organisational design documents provided to the PSA for feedback, it is evident

that there is little or no information available that addresses:

- How changes in functions (new functions, the deletion of functions, the merging of functions) will affect the Department's delivery of services and how, where applicable, they are to be effectively managed with reduced staff;
- Changes to workflows;
- Changes to roles and responsibilities (i.e. old versus new position/role descriptions);
- Positions (roles) to be deleted, created and retained in the restructure;
- A clear comparison of the former and proposed structures (preferably outlined in the table format recommended in the guidelines);
- Information on the process to validate new positions (roles), for example job analysis and job evaluation.

To this end, we also seek the incorporation of this information (above) in the Department's change management plan and related documentation for the information of employees, prior to the conclusion of the consultation period. We further suggest that consideration be given to extending the consultation period to allow for this information to be assembled and made available to affected employees.

Furthermore, a number of your employees have drawn our attention to review processes currently underway within functional units affected by the OneFACS reorganisation. We politely request that your Department identify for us those units which are under review, the status of those reviews in the context of the OneFACS reorganisation, and any implications those reviews may have on any future structural arrangements implemented as a result of the OneFACS reorganisation. Where appropriate, and following consultation with the relevant functional units, we ask that these review processes be concluded prior to any reorganisation associated with OneFACS.

Finally, it is our understanding that a number of industrial instruments (awards) cover employees affected by the reorganisation. Again, we politely request that your Department identify which instruments apply to classifications under the current structure and which instruments will apply to classifications and roles under the proposed structure.

I thank you for your attention to this correspondence and look forward to your reply.

Please do not hesitate to contact me on 9220 0970 should you wish to discuss this letter further.

Yours sincerely,

Steve Turner
A/General Secretary