



Ref: EFACS15/501

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**Attention:** Thane Pearce  
Senior Industrial Advocate

  
Dear Mr Turner

Thank you for your letter dated 25 June 2015 about the draft OneFACS Change Management Plan. The plan is an important step towards establishing a new operating model for the department and supporting the capabilities, functions and culture our department requires to achieve the objectives set out in our strategic statement.

As you know, we are focused on better serving people and communities, fiscal sustainability and sector reform.

The department has been engaging broadly with staff and the Association on the new structures to support our operating model, and how we can best implement these in a way that maximises the opportunities for our staff and prepares us for future success.

Over the recent consultation period we have received a great deal of feedback about the new structures, as well as the processes in the change plan. We appreciate the approach taken by our staff and by the Association in being generous with your views.

There are a number of specific matters that you have raised in your letter. The FACS Executive has considered these and the particular points the Association raises in support of its position, as well as other feedback received from FACS managers and staff.

The final Change Management Plan and structures incorporating consideration of feedback will be published next week. The decided position is described below, set out under the broad issues raised in your letter.

1. *Freeze on external advertisement of all non-executive, non-frontline roles across the Department until completion of an internal placement process.*

FACS agrees that where there is a critical need for a role to be filled while the OneFACS change management is occurring, internal candidates will be assessed before any external candidates can be considered.

2. *A general voluntary redundancy program in which all affected non-executive staff are invited to express interest in voluntary redundancy.*

The OneFACS Program is not a general cost reduction program, although it does need to address fiscal sustainability. Key objectives are to better serve people and communities and deliver and support sector reform. While we must find savings, we need to ensure that the right people are placed in the right roles.

Staff placements will be achieved through the OneFACS change plan through direct appointment, matching, and internal then external recruitment.

Voluntary redundancy will be offered to ongoing staff who are not placed in a role during Phases 1-3 of the process and are declared excess in accordance with the Department of Premier and Cabinet's *'Managing Excess Employees' Policy*.

3. *Prioritising wherever possible, the assignment of ongoing staff to suitable ongoing roles with the Department.*

Ongoing employees will be directly appointed to roles during Phase 1 – direct appointment, and have priority over any other staff, subject to the criteria in the plan for direct appointment.

Phase 2 of the Change Management Plan is designed to maximize the opportunities for all staff, both ongoing and temporary, and to ensure that the right people are placed in the right roles.

As the Association is aware, there are a large number of long term temporary employees and FACS considers it appropriate to provide an opportunity for these staff to be placed during Phase 2 of the change management approach.

4. *A closed internal recruitment process for promotional/residual vacant roles including eligible long term temporary staff prior to any external advertisement.*

FACS agrees with this approach. Phase 3 will provide for an internal placement process, where roles will be advertised internally in the first instance. Phase 4 will see remaining unfilled vacancies advertised externally.

5. *Job/Voluntary Redundancy swaps between employees with equivalent roles/classification.*

For the reasons described above, we must be rigorous in getting the right people in the right jobs. Voluntary redundancy will be offered to ongoing staff who are not placed in a role during Phases 1-3 of the process and are declared excess in accordance with the Department of Premier and Cabinet *'Managing Excess Employees' Policy*.

You have also raised some other matters concerning the detail contained in the Change Management Plan. The Agency Change Management Guidelines provide the framework for change management plans, and include a recommended template. Given the complexity of the changes to structures across multiple divisions of the department, we've referenced supporting processes and policies, and have provided comprehensive versions of organisation structures through the intranet and briefings and consultation directly with staff.

- *How changes in function (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*
- *Positions (roles) to be deleted, created and retained in the restructure*
- *A clear comparison of the former and proposed structures*

The final OneFACS non-executive layer designs are being completed based on feedback during the consultation period, and will be available during the week commencing 20 July 2015. These will be further provided to staff electronically and available for discussion with the Association in our ongoing consultation. FACS has committed to providing additional data about the impacts of the OneFACS changes on the numbers of roles in our structures.

- *Changes to roles and responsibilities (i.e. old versus new position/role descriptions)*

As we have discussed in our consultation meetings, new generic role descriptions are progressively available and are being provided to the Association. Human Resources is reviewing and preparing role descriptions to align with the public sector capability framework. Role descriptions will be made available for staff expressing interest under the change plan, as well as key contextual information about the roles and their business units.

- *Information on the process to validate new positions (roles) for example job analysis and job evaluation*

The preparation of role descriptions and alignment to the capability framework is consistent with standard NSW Government processes. We have provided generic role descriptions during our consultative meetings, and will provide further role descriptions as they become available.

In relation to other review processes with direct relationship to OneFACS reforms, FACS has indicated that there is a current examination of Law and Justice resources and structures. We've advised that timeframes for the OneFACS reforms were adjusted for that group, and will be happy to provide further updates. Of course, as you appreciate, there will be imperatives that impact on the organisation independent of OneFACS now and in the future, and we continue to be mindful of the need to consult with staff and the Association about those impacts.

Concerning industrial instruments, staff covered by the change management plan are under the Crown Employees Conditions of Employment and Salaries Awards. In addition, relevant staff in Law and Justice are covered by the Legal Officers, Various Departments Agreement No. 2375 of 1982.

In your letter you seek extension of the formal consultation period on structures and the change management plan. We agree that it will be important to continue meeting on a regular basis as we move into the implementation phases of the change plan, and I'm pleased to note that there is agreement for the Association, OneFACS and Human Resources to meet fortnightly in the coming months. We intended that the change plan and structures will now be published based on the consultation to date and our consideration of the issues raised.

For your further information, I enclose a one page summary of key communications milestones over the coming two months.

FACS has scheduled a meeting with the Association for Friday 17 July 2015, and we'll be pleased to discuss the matters in this letter. I look forward to the Association's continuing participation in consultation about these important reforms.

Yours sincerely



**Michael Coutts-Trotter**  
Secretary

# Timeline July-August

## OneFACS Communications Approach

During July and August there will be a number of key communications provided to employees regarding the final outcomes of the Band 1 placement process, the final outcomes of the non-executive consultation period, and the commencement of the non-executive transition process. The following timeline indicates when these key communications are scheduled to occur.

WEEK BEGINNING	KEY COMMUNICATIONS DESCRIPTION
13 Jul	<p>Secretary's message outlining the timeline of events for July and August, as well as the availability of matching assessment supports (e-learning/workshops), including intranet links.</p> <p>Resume writing workshops available to affected employees</p>
20 Jul	<p>Secretary and Deputy Secretary communication to employees to:</p> <ul style="list-style-type: none"> <li>Formally announce Band 1 appointments, including links to Band 1 organisational charts</li> <li>Formally release the final designs for non-executive layers and the Change Management Plan following the consultation period, including a summary of feedback themes and consultation activities</li> </ul> <p>Individual emails to employees eligible for Phases 1 and 2 of the non-executive transition process, including:</p> <ul style="list-style-type: none"> <li>Direct appointment confirmation emails - managers will organise to meet and discuss this individually with directly appointed employees prior to this email being distributed</li> <li>Individual emails detailing eligibility for Phase 2 (Matching Assessment) for those not directly appointed, including their pool, links to resources on the intranet (final role descriptions and designs), and a summary of Phase 2 process.</li> </ul> <p>Broader communications will be provided by Deputy Secretaries of SRP, PSD and Corporate Services to their relative Divisions, including:</p> <ul style="list-style-type: none"> <li>Confirmation of direct appointments</li> <li>Links to role descriptions and capability maps</li> <li>Links to information regarding Phase 2, including EOI dates and process guidelines</li> <li>Details of ED-led post consultation sessions with employees over the next two weeks</li> </ul> <p>ED-led post consultation sessions with employees</p> <p>Resume writing workshops available to affected employees</p>
27 Jul	<p>EOI invitations provided to all eligible employees by email (or mailed to those on leave)</p> <p>ED-led post consultation sessions with employees</p> <p>Resume writing workshops available to affected employees</p>
3 Aug	<p>Deputy Secretary message to affected staff to remind of the EOI closing date</p> <p>Resume writing workshops available to affected employees</p>
10 Aug	<p>EOI closes (9:00 am, 10 August)</p> <p>Deputy Secretary message to affected staff confirming repoint arrangements that will take place</p> <p>Deputy Secretary message to affected staff announcing commencement of repoint arrangements (14 August)</p>
17 Aug	<p>Staggered matching and assessment of roles. Deputy Secretaries will provide regular communications to employees to advise progress in each Division</p>